

An analysis of the influence of female leadership styles on organisational performance: The case of Lafarge Cement

MNS LUSE

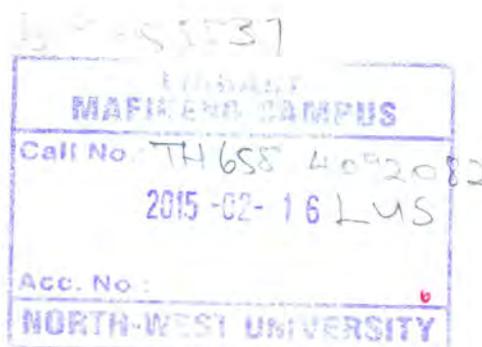
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Date: June 2011



Declaration

I, Matsidiso Ntombikayise Sandisiwe Luse solemnly declare that the contents contained in this research mini-dissertation in partial fulfilment of the requirements of the Master in Business Administration are my own work.

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Date: 13 June 2011

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Abstract

Recent years have seen an increase in females that are occupying management and leadership roles in organisations. Most of the studies have focussed on the difficulties that are experienced by women in working environment. This study, on the contrary, sets out to explore the attributes of successful female leaders. Specifically, the purpose of this study was to investigate the attributes that make women successful leaders. The research focussed on leadership and management profiles. In particular, the leadership and management traits were established and benchmarked against the attributes of successful famous women leaders. The study was carried out within a framework of a survey questionnaire employing quantitative data collection method. The study consisted of 98 participants from both private and government sector. The quantitative data was analysed using the relevant statistical tools. The major findings under management profiles, apart from lacking the ability to structure work, centre on the fact that female managers are good motivators. The results further indicated that women managers prefer to provide coaching and support, sharing what needs to be done than telling them what to do. The major finding under leadership profiles was that female managers preferred to lead by example; meaning that they focus on setting an example for the followers and are willing on taking risk. Another imperative finding was that women leaders demonstrated team-building leadership style when it comes to decision-making and problem-solving. Recommendations, using these findings, were made for women aspiring to leadership, women already in leadership and management positions and organisations.

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CHAPTER 1

Problem statement, objectives and method

1.0 Introduction

"Women and leadership" has become a subject of popular interest in South Africa and in many other countries (Booyesen 1999). A question of considerable theoretical, practical and political debate is whether women leaders differ from their male counterparts in terms of their potential to become successful leaders, their leadership styles, and the impact of their leadership on group performance and subordinate satisfaction (Chemers, 1997).

Booyesen (1999) concluded that with the implementation of equal opportunity and affirmative action legislation after the 1994 elections, there has been a formal legislated equality between people of different races and genders in South Africa. Despite the changes that have taken place, the latest statistics show that whites account for the largest percentage of management (57%), and are thus over-represented as a population group in comparison with demographics of South Africa. Further, white males occupy 41% of management positions, while white females account for 16%. On the other hand blacks take up 27% of management positions, 20% being occupied by black males and only 7% by black females. It is then evident that males, especially white males, still dominate management grades, while females as a group, especially black females, are under-represented (Booyesen, 1999).

There is a range of reasons why women are not well represented in decision-making and leadership positions. Women continue to face a range of barriers from the outside such as institutionalized and individual discrimination along with the reality that they often have the major responsibility for family life. According to Pestrak (2009), the biggest challenge facing women is how to balance the demands of family, friends and

career while they want to be happy and fulfilling lives outside of work. Women want to make personal sacrifices in order to achieve career aspirations.

Despite the above unequal balance of representation in management, those companies or enterprises run by women tend to be more successful than those run by their male counterparts. The research focuses on exploring what makes women successful managers. It seeks to answer what are the qualities in women that make their companies top companies.

The research will therefore focus on analyzing the impact of power inequalities in society, different leadership styles and implications for female managers and female leaders with particular emphasis on the influence in organizations performance.

1.1 Background of the study

Comparatively speaking, South African females are still generally far behind their counterparts in the USA in terms of management position and organisational profiles. However, the influx of women into labour force, together with the political, social and economic efforts to advance gender equity in the workplace, is beginning to result in increasing numbers of women occupying positions of leadership in South Africa as well. According to Manning (1997:91), "women of all races are disadvantaged, and a wasted resource. They still hold hardly any senior positions, except perhaps in market research, personnel, and finance... But here, as elsewhere, they are pouring out of their homes, through the education system, and into the workplace. So major changes lie ahead".

South Africa comes from a historical background of separate existence between racial groups, both in the workplace and outside the working environment. The historical background sheds some light on corporate cultures that exist in industry today. Some companies have put a lot of effort in the transformation process leading to different culture shifts, yet some have moved very slowly. These culture shifts are primarily dependent on the leadership at the helm of the organizations. According to Metcalf (2008), "Our research has shown that irrespective of the sex of the direct report rating

their manager anonymously; in general female managers are perceived to be more engaging in their leadership style and behaviours than male managers". It is a form of leadership that is essentially shared between equals in which all parties choose to combine their efforts, strengths, experiences and aspirations in working towards a shared vision, so as to sustain the highest levels of effectiveness. Engaging leadership requires working in highly collaborative ways, so that appreciation is mutual and has a positive and strengthening effect on all those involved. It disregards the status associated with positional roles within the organization and a distributive rather than heroic model of leadership.

Many researchers indicate that in general, women value connection, collaboration and discussion. They are interested in creating interpersonal conditions that promote personal development and have been found to view power as a resource to share with others.

As part of the research, different leadership styles will be discussed and the influence of those styles in women leadership.

1.2 Problem statement

What are the attributes that make woman successful leaders and enable them to transfer their theoretical skills into practical solutions in environments that require them to drive the performance of their organisations? Traits and personality profiling instruments will be used to assess the attributes of successful women leaders.

Carli and Eagely (2003) point to the fact that research has shown that women possess both advantages and disadvantages as leaders. The disadvantages arise primarily in roles that are male-dominated or otherwise defined in masculine ways. Many of the difficulties and challenges that women face arise from the incongruity of the traditional female role and many leader roles. This incongruity creates vulnerability whereby women encounter prejudicial reactions that restrict their access to leadership roles and negatively bias judgments of their performance as leaders.

Therefore, successful female leaders generally work hard and seek leadership styles that do not unnecessarily elicit resistance to their authority by challenging norms dictating that women be egalitarian and supportive of others. According to Eagely and Yoder (2003), given these constraints, transformational leadership may be especially advantageous for women because it encompasses some behaviour that is consistent with the female gender role's demand for supportive, considerate behaviours. The transformational repertoire, along with the contingent reward aspect of transactional leadership, may resolve some of the inconsistencies between the demands of leadership roles and the female gender role and therefore allow women to excel as leaders. Fortunately for women's progress as leaders, this positive, encouraging, inspiring style appears to have generalized advantages for modern organizations.

Another reason women may favour a transformational style is that such a leader operates more like an excellent teacher than a traditional boss. Women's past socialization may give them more ability to lead by teaching, that is, by developing and nurturing workers' abilities and inspiring them to be outstanding contributors. It is further mentioned that higher standards are often imposed on women to attain leadership roles and to retain them. (www.onlinedebate.com/forum)

Other previous studies have concentrated on general leadership influence on performance in organisations. However the aim of this research is to investigate the attributes of successful women leaders.

1.3 Research demarcation

The study will focus on female leadership and management styles. It will include the study of different traits and profiles that are possessed by female managers and leaders. The relationship between the leadership, management and traits will be established. The male leadership and management styles will be not are part of the scope for this research.

1.4 Research questions

The research seeks to answer the following questions:

The main question for this study is:

What are the attributes that make women successful leaders? **The following sub-questions are raised:**

- ❖ What are the female leader's traits?
- ❖ What are the female manager's traits?
- ❖ What are the female leader's profiles?
- ❖ What are the female manager's profiles?

1.5 Justification for the study

The purpose of the research is to further advance the body of knowledge on female leadership and management styles that contribute towards being a successful woman leader. The research explores the competency that female leaders should adopt that allows them to meet their challenges and achieve success. Both private and public sectors in South Africa are faced with many internal corporate challenges that cause difficulties in managing their business. Therefore it is important to explore the attributes of successful female leaders that will influence the performance of the organisations.

1.6 Research objectives

The primary purpose of this research is to identify and analyse the attributes that make women successful leaders. It will further identify the key traits and profiles of female leaders and managers that successful female leaders possess. By identifying these traits and profiles female leaders, this study can give an indication of what is required from female managers to be perceived as leaders. It is important to mention that once these traits have been identified, women who want follow in footsteps of females in

leadership positions can be trained on these traits and profiles in order to build and promote themselves.

The research objectives are as follows:

- ❖ Conduct a literature review on leadership and management differences.
- ❖ To determine if a relationship exists between management and leadership.
- ❖ Assess through research the existing female manager's profiles and traits.
- ❖ Assess through research the existing female leader's profiles and traits.
- ❖ To determine if a relationship exist between management profiles and traits.
- ❖ To determine if a relationship exists between leadership profiles and traits.
- ❖ To find out what competencies successful female leaders should acquire, develop and sustain.
- ❖ To identify common leadership styles of famous successful women leaders.
- ❖ Benchmark the profiles and traits of female managers against the findings from the literature review; and
- ❖ Propose recommendations on the attributes which contribute towards being a successful women leader.

The research objectives as specified above, have a direct bearing because of organisational performance and hence been identified in this research as requirement for research questions.

1.7 Overview of the research

The research paper will consist of five chapters. Chapter 1 introduces the background, problem statement, research demarcation, research questions, and justification for the study, research objectives and scope of the research. Chapter 2 covers the known literature on leadership while Chapter 3 is mainly concerned with the Research Methodology. The results of the research are presented and analysed in Chapter 4. Finally, Chapter 5 presents the summary of findings, recommendations and conclusions.

1.8 Conclusion

The chapter defines the background of the study, problem statement, research demarcation, research questions, research objectives and the scope of the research. It defines the problem statement as follows: what are the attributes that make woman successful leaders and enable them to turn their theoretical skills into practical solutions in order to drive the performance of their organisations? In order to find the problem research was carried out using female participants from public and private sector. A set of research questions and objectives were formulated in order to guide the research.

Chapter 2

Theoretical Framework and Literature Review

2.0 Introduction

In the past decade there has been an increasing focus on female leadership. Women have made substantial gains in the workplace, and it appears the glass ceiling has been broken. Despite this positive evolution, the number of female leaders is surprisingly low (van Eupen, 2009:3). Although women now represent a larger proportion of the world's labour force, research shows that in many organizations top positions are not well represented by females. Most of the theories present in the existing literature tend to compare women and men leadership styles and fail to give attention to the attributes that make women successful.

Research and experience have shown that most women tend to be more naturally disposed to have traits and engage in behaviours which modern workforce values such as providing constant feedback, encouraging subordinates, showing empathy, nurturing the talents of others, and even introducing fun into the workplace (Bresler, 2008). For women, despite greater equity in the workplace, the social values and enabling organizational structures that make up the leadership fabric that reinforces equality will continue to emerge at a very slow pace as long as the debate about women's qualifications for leadership is deeply entrenched in gender stereotypes, perceptions, and attitudes, rather than in actual experiences with women leaders.

A comparison of leadership styles between the female managers and female leaders is presented in this chapter to show how these females can contribute the enhancement of performance in organizations. The focus will be on the traits and profiles of female managers and leaders that can have influence on organisation performance.

2.1 Overview of Chapter 2

The chapter is divided into two sections, one for female manager's leadership styles and secondly, the female leaders' leadership styles. Both these sections throw the opening gambit by bringing to the fore the definitions that separate manager and leaders and its relationship to organizations performance.

The chapter discusses:

- 1) The leadership and management difference.
- 2) The existing female manager's profiles and traits.
- 3) The existing female leader's profiles and traits.
- 4) Empirical studies on female managers and female leaders.
- 5) The leadership styles of successful women.

2.2 The leadership and management difference

The research topic is based on the profiles and traits that make women successful leaders. Therefore the study of women in leadership and management presents an important area of investigation considering research findings about the suitability of their leadership attributes to the organisation performance.

Cronje and Smit (2002:283) write: leadership is different from management. They are two distinct and complementary sets of management activities. The authors further argue that a person can be a manager, a leader, both or neither. For success in increasingly complex business environment it is necessary to be both. Leadership is therefore about direction setting while management is about current operational efficiency (Davies, 2005).

Since the research is about successful women in organisations it is therefore imperative to explore these two activities. Table 2.1 summarises the key differences found between leaders and managers.

Table 2-1 Differences between Leaders and Managers

Leaders	Managers
Innovate	Administer
Develop	Maintain
Inspire	Control
Long-term view	Short-term view
Ask what and why	Ask how and when
Originate	Initiate
Challenge the status quo	Accept the status quo
Do the right things	Do things right

Source: Differences elucidated by Kreitner and Kinicki (2004:596)

2.3 Literature on female managers

2.3.1 Management definition

According to Cronje and Smit (2002:10), management is defined as the process of planning, organising, leading and controlling the resources of the organisation to achieve stated organisational goals as productively as possible. The term manager is used to include anyone who carries out the four fundamental functions of management, namely planning, organising, leading and controlling.

Women managers, it is generally felt, are good motivators and forceful in getting their work done. When it comes to decision-making, they tend to be more analytical, but remain averse to needless risk taking. In the aspect of dealing with needs of the employees, they have better insights and are more creative in ways of communication. Women are clearly more understanding and patient and even if they tend to break down

and cry more often than men do, perhaps on balance their way of dealing with stress is to be acknowledged as more healthy.

A manager does the following specific things for the organisation: she reacts to specific situations and is more concerned with short-term problems, and primarily relates to persons inside the organisation. Managers achieve organisational goals through people that work within a structured organisation with prescribed roles.

2.4 Theoretical Framework

2.4.1 The existing female manager's profiles and traits

a) Mehra (2002) argues in an article, , that women at the top are still rare species. But things are changing and more women are heading teams and delivering results. Nevertheless, women who are at the top are determined to stay there and more are aspiring to reach there, glass ceiling or no glass ceiling. It can be seen that most of the companies are now open to women as leaders and females are given the first preference in companies because of previous imbalances. According to Mehra (2002), management studies on the gender initiatives taken by corporate world show that companies have followed three approaches:

- i. There are some companies that like their women employees to be part of the 'boys', adopt masculine styles of functioning, play golf, take on tough assignments in factories or overseas and be assertive leaders just like the men.
- ii. Other companies recognise that women do the same work but they have different needs that require addressing and accommodating at the workplace.
- iii. Lastly, some companies do not only accommodate women employees, but recognise that women bring with them a difference in approach and attitude to the workplace.

According to the study, women in the Indian corporate milieu are aware of the constraints they work under and obviously try to make the best of the bargain. Women managers are extremely good team workers and much more responsible, that's also

because they are under pressure to prove them due to the existing atmosphere. In conclusion, the writer has found the strongest attributes that make women to stay on top and beyond as follows:

- Women managers have a natural ability for multi-tasking. Women are used to performing different roles and struggling with different tasks at the same time.
- They can handle more, tolerate more and deliver much more.
- They have different mindset and build teams in a different way, by nurturing as well as delegating.
- Women managers have less of a need to dominate and demonstrate authority.

2.5 Empirical studies on female managers

2.5.1 Study on female part-time managers: networks and career mobility

In the article, “”(Durbin,2009), illustrates how gender, families and household responsibilities can impact on working-time and consequently career progression of non-standard workers, in this case, part-time managers. The article is based on sixteen semi-structured interviews with female part-time managers, located in the South, East and West regions of England. All the women interviewed in this article had held managerial positions before switching to part-time work. A contribution of this study is that it maps the transitions from full to part-time working and the associated career outcomes, using the reduced ability to network as an example.

The most important aspect that is being discussed extensively in this research paper is the importance of networking and its association with job opportunities. The objective of this paper is to explore the career mobility, strategies and aspirations of these rare and hard-to-reach managers.

According to Dubin (2009:04), the biological accounts of the female part-time manager indicate that their opportunities for progression, development and mobility were substantially different from when they were employed in the same organisation full time. They further state that their careers clearly stalled once a transition to part-time work was made.

McCarthy (2004) argues that women network for both social and career-related reasons, the latter as a means to gain access to work-related opportunities (e.g. promotion), to make professional contacts and to gain career advice and support.

From this study it is concluded that female managers use networking as a career advancement strategy and that there is a link between women's networking and career progression. This research seeks to explore the female leadership styles on organization's performance, and also focussing female managers and leader's traits and profiles. The above study therefore provides some insight on traits of female managers.

2.5.2 Management styles and innovation in women-owned enterprises

In Idris (2009), a study of management styles and innovation in women-owned enterprises, was conducted in a developing society of Malaysia and aimed to examine how Malaysian women entrepreneurs perceive and manage innovation. About 10 women entrepreneurs were interviewed regarding the perception and implementation of innovation, the problems they face and their solution to those problems. Idris (2009) argues that apart from contributing to economic growth, women entrepreneurs add diversity and choices in the business environment. The importance of women entrepreneurs is especially noted in rural areas of Asia and Africa where women's economic participation is highly associated with poverty alleviation (Singh & Belwal, 2008). Idris (2009) further talk about the reason that there is a significant increase in women entrepreneurs as that they (women) are motivated by a combination of "push"

factors, for example, poverty and unemployment and “pull” factors e.g. the need to be independent.

Given that innovation is one of the most important measures of business performance, an attempt is made in this study to examine female management style in the context of innovation in business organization. Due to the nature of the study, a qualitative method via personal interviews was considered more suitable. Each interview took place at the respondent’s business premise and lasted approximately an hour. The women were asked to describe the types of innovation carried in their organisations and how they were implemented, the challenges faced in the process, and how these challenges were overcome.

The key findings in this study were four distinct styles of female leadership based on how innovation was perceived and managed. These styles referred here as the “Mother”, the “Teacher”, the “Boss”, and the “Chameleon”, are described as follows:

The “mother”

This style reflects a family-oriented approach in the management of business innovation. They are extremely protective of others, and often get involved in the personal affairs of those they perceive to be under their care.

The “teacher”

This style has been displayed by almost all the women who were interviewed. Women believe in the good academic qualification, training and continuous upgrading of skill and technology. The women have a very open attitude towards the learning process, and regard mistakes as a natural part of it. They encourage their employees to try out new things on their own and the organisations often develop new ideas by trial-and – error

The “boss”

This particular style, describes the entrepreneur’s emphasis on the formalisation of innovation. One of the women mentions that “as long as I give clear instructions; they will carry them out accordingly”. This attitude emphasises the power of the “boss”.

The “chameleon”

This style reflects the entrepreneur’s tendency to be situational. She believes in adopting different approaches to different individuals and circumstances. Therefore female leadership style is much very dependent on the type of customers that they are dealing with at any particular time.

As evidenced in the study, women find relationships and networking critical in the start-up phase as well as to the long-term growth of the business. Women also highlighted the contribution of informal social networks such as neighbours, religious communities and political connections. From the above study the following leadership attributes are highlighted – innovative and networking.

2.5.3 Do women in Top Management Affect Firm Performance?

Smith and Verner (2005) conducted a study examining performance of women in top executive jobs and on board of directors. The objective of the study was to analyse whether female top executives and women on boards of directors have any significant effect on firm performance. The study also further examined the relationship between management diversity and firm performance using information from 2500 Danish firms. In this study, management diversity is defined as the proportion of women among the highest ranking CEOs in the firms and on boards of directors (2005:08). Traditional control factors such as firm’s age, size, sector and export orientation were used to analyze the firm performance.

Du Reitz and Henrekson (2000) analyzed firm performance and women on boards for a sample of Swedish firms. They found that if firm size and sectors are not taken into consideration, firms with women on the board seem to be under-perform. However, Catalyst (2004) and Adler (2001) found positive correlations between “female-friendly” US Fortune 500 firms and performance of these firms. In another study conducted by Carter *et. al* (2003), also found a significantly positive effect of the percentage of women and minorities on boards of directors and firm value after taking into account a number of other factors which may affect firm value.

The results from study by Smith and Verner (2005) also agree that the proportion of women among top executives and on boards of directors tend to have a significant positive performance in Danish firms. A large part of this effect is attributed to the fact that female managers are well qualified in terms of education, and with respect to female board members, it appears that the ones representing the staff have the largest positive impact on firm performance.

2.5.4 Female managers struggle to break the Glass Ceiling

In the article, (Hehir 2001) states female managers are still struggling in getting into top management positions. Hehir (2001) argues that with employment at record levels in most of the industrialised world, multinational companies have become increasingly aware that ignoring half of their potential talent pool is a losing strategy. Marjorie Scardino (2001), the chief executive of Pearson PLC observes that “there are hundreds of female middle-level managers who haven’t been able to break the so called glass ceiling, which prevents women from moving into upper management even as it permits those opportunities to be seen clearly”.

According to Hehir (2001), consolidation and globalization are radically changing management styles in ways that could benefit women employees. For instance, there is growing demand for so-called soft skills such as communication ability, worker sensitivity and emotional intelligence – qualities traditionally associated with women.

According to Esther Dyson, chairman of EDventure Holdings Inc., “women are seen as more straightforward .It’s a dreadful stereotype but women say ‘Let’s be practical, let’s fix the problem. Let’s not pretend there isn’t one’.”

This perceived frankness is in high demand in a globalised, knowledge-based society. For example, financial-services companies are starting to find out that many customers prefer to deal with female investment advisers, whom they see as trustworthy.

Hehir (2001) mentions that as companies merge and extend their geographic reach, other communication skills such as consensus-building and the ability to relate to people of different backgrounds and cultures have also become more important. This is another highly valued trait of female manager's: ever willing to learn from other people's methods. Women may benefit from the growing importance of business functions such as branding, marketing and customer service. These jobs have traditionally attracted women, apparently because they demand high communication and empathy skills. Women can network effectively.

In conclusion, the article highlighted the female manager's traits such as: communication ability, trustworthy, networking and willingness to learn from others. The mentioned traits will also be used in examining the qualities of successful women leaders.

2.6 Leadership Definition

Kreitner and Kinick (2004:595) generally state that Leadership is defined as “a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organisational goals”.

The emphasis in this definition is the discretionary effort that comes out of followers that are given the right direction and quality of leadership. This discretionary effort increases the productivity in an organisation. Through effective leadership, people are motivated

to stretch targets on their own. They are not content until they beat the previously set record output. This is exhibited at different levels in an organisation and is not only a function of top managers.

Leaders create an enabling organisation culture and work place atmosphere, which is conducive for goal achievement. They inspire, coach, motivate and develop their followers to succeed. Leaders are not contented with the status quo but rather continually challenge it, are innovative, visionary and more concerned with long-term view of the organisation. Organisations are always faced or forced to review their strategies from time to time. Successful organisations manage the change management process well and stay ahead of their competitors. Ability to change or lead change is a strength that is characteristic of effective leadership.

There are various types of leadership styles that have been investigated. Examples are situational leadership, transformational and Charismatic. These styles have already been researched and are mostly task oriented and do not give an explanation of the specific qualities of woman leadership.

2.6.1 Leadership styles

A brief summary of leadership styles from the body of leadership knowledge is outlined in the section that follows: (<http://www.changingminds.org>)

Autocratic Leadership

Autocratic leadership is an extreme form of transactional leadership, where a leader exerts high levels of power over his or her employees or team members. People within the team are given few opportunities for making suggestions, even if these would be in the team's or organization's interest.

Most people tend to resent being treated like this. Because of this, autocratic leadership usually leads to high levels of absenteeism and staff turnover. Also, the team's output does not benefit from the creativity and experience of all team members, so many of the benefits of teamwork are lost.

Bureaucratic Leadership

Bureaucratic leaders work “by the book”, ensuring that their staff follow procedures exactly. This is a very appropriate style for work involving serious safety risks (such as working with machinery, with toxic substances or at heights) or where large sums of money are involved (such as cash-handling).

In other situations, the inflexibility and high levels of control exerted can demoralize staff, and can diminish the organisations ability to react to changing external circumstances.

Charismatic Leadership

A charismatic leadership style can appear similar to a transformational leadership style, in that the leader injects huge doses of enthusiasm into his or her team, and is very energetic in driving others forward.

However, a charismatic leader tends to believe more in her or him than in their team. This can create a risk that a project, or even an entire organization, might collapse if the leader were to leave: In the eyes of their followers, success is tied up with the presence of the charismatic leader. As such, charismatic leadership carries great responsibility, and needs long-term commitment from the leader.

Democratic Leadership or Participative Leadership

Although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process. This not only increases job satisfaction by involving employees or team members in what’s going on, but it also helps to develop people’s skills. Employees and team members feel in control of their own destiny, and so are motivated to work hard by more than just a financial reward.

As participation takes time, this style can lead to things happening more slowly than an autocratic approach, but often the end result is better. It can be most suitable where

team working is essential, and quality is more important than speed to market or productivity.

Laissez-Faire Leadership

This French phrase means “leave it be” and is used to describe a leader who leaves his or her colleagues to get on with their work. It can be effective if the leader monitors what is being achieved and communicates this back to his or her team regularly. Most often, laissez-faire leadership works for teams in which the individuals are very experienced and skilled self-starters. Unfortunately, it can also refer to situations where managers are not exerting sufficient control.

People-Oriented Leadership or Relations-Oriented Leadership

This style of leadership is the opposite of task-oriented leadership: the leader is totally focused on organizing, supporting and developing the people in the leader’s team. A participative style, it tends to lead to good teamwork and creative collaboration. However, taken to extremes, it can lead to failure to achieve the team's goals.

In practice, most leaders use both task-oriented and people-oriented styles of leadership.

Servant Leadership

This term, coined by Robert Greenleaf in the 1970s, describes a leader who is often not formally recognized as such. When someone, at any level within an organization, leads simply by virtue of meeting the needs of his or her team, he or she is described as a “servant leader”.

In many ways, servant leadership is a form of democratic leadership, as the whole team tends to be involved in decision-making.

Supporters of the servant leadership model suggest it is an important way ahead in a world where values are increasingly important, in which servant leaders achieve power on the basis of their values and ideals. Others believe that in competitive leadership

situations, people practicing servant leadership will often find themselves left behind by leaders using other leadership styles.

Task-Oriented Leadership

A highly task-oriented leader focuses only on getting the job done, and can be quite autocratic. He or she will actively define the work and the roles required, put structures in place, plan, organize and monitor. However, as task-oriented leaders spare little thought for the well-being of their teams, this approach can suffer many of the flaws of autocratic leadership, with difficulties in motivating and retaining staff. Task-oriented leaders can benefit from an understanding of the Blake-Mouton Managerial Grid, which can help them identify specific areas for development that will help them involve people more.

Transactional Leadership

This style of leadership starts with the premise that team members agree to obey their leader totally when they take a job on: the “transaction” is (usually) that the organization pays the team members, in return for their effort and compliance. As such, the leader has the right to “punish” team members if their work doesn’t meet the pre-determined standard.

Team members can do little to improve their job satisfaction under transactional leadership. The leader could give team members some control of their income/reward by using incentives that encourage even higher standards or greater productivity. Alternatively, a transactional leader could practice “management by exception”, whereby, rather than rewarding better work, he or she would take corrective action if the required standards were not met.

Transactional leadership is really just a way of managing rather a true leadership style, as the focus is on short-term tasks. It has serious limitations for knowledge-based or creative work, but remains a common style in many organizations.

Transformational Leadership

A person with this leadership style is a true leader who inspires his or her team with a shared vision of the future. Transformational leaders are highly visible, and spend a lot of time communicating. They don't necessarily lead from the front, as they tend to delegate responsibility amongst their teams. While their enthusiasm is often infectious, they can need to be supported by "detail people".

In many organizations, both transactional and transformational leadership are needed. The transactional leaders (or managers) ensure that routine work is done reliably, while the transformational leaders look after initiatives that add value.

2.7 Theoretical Framework

2.7.1 The existing female leaders profiles and traits

a) Leadership: qualities that distinguish women

According to Sweeny (2005), an assessment of personality qualities was conducted, and in-depth interviews with 60 women leaders from top companies in the United Kingdom and the U.S. Participants included women from such firms as:

- Accenture,
- Bank of America,
- Deloitte & Touche LLP,
- Deutsche Bank,
- Dun & Bradstreet Inc.,
- The Economist Group,
- Enterprise Rent-A-Car UK Ltd.,

- Ernst & Young LLP,
- International Business Machines Corp.,
- International Paper Co.,
- JPMorgan Chase & Co.,
- Johnson & Johnson Co. Inc.,
- Kohler Co.,
- Lloyds TSB Scotland,
- Molson Coors Brewing Co.,
- Morgan Stanley and Pella Corp.

For comparison purposes, the female leaders in this study were matched to a representative sample of male leaders drawn from Caliper's extensive database, representing similar industries and job titles. While much research has been published comparing the leadership styles of women and men, this study specifically focused on the personality qualities and motivational factors that serve as the core to the underlying gender differences.

The key findings show that women leaders are more persuasive, have a stronger need to get things done and are more willing to take risks than their male counterparts. When women leaders combine these qualities with their openness, flexibility, empathy and strong interpersonal skills, a leadership style is created that is inclusive, consensus building and collaborative. The above attributes displayed in women leadership will be used in this research for analysis of the impact of women leadership in organizations performance.

This engaging style of persuasion possessed by women leaders because they tend to start from their own point of view.

Another style which was demonstrated in this study was the team-oriented approach. When it comes to decision-making and problem-solving, women leaders in the study

demonstrated an inclusive, team-building leadership style. They were genuinely interested in hearing all points of view, then making the best possible decision, and the final decision did not necessarily have to be their initial point of view. They were able to read situations accurately, take in information from all sides and then make the most informed decision possible.

b) Women and Labyrinth of Leadership

In this new democratic society, there has been a progress in terms of providing equal opportunities for women. But women continue to lack access to power and leadership in many organizations in South Africa. Women encounter numerous barriers when it comes to occupying executive positions in both private and public sector. Botha, (2005) Eagly and Carli (2007) study, was undertaken to examine the situation regarding the scarcity of women in top leadership, on what is to blame for the lack of women in positions of power and authority and the obstructions that women run up against. The study also explored the female qualities, transactional and transformational leadership styles and also management interventions that work.

A metaphor called the Labyrinth is used to express the professional endeavours that women are faced with. According to Eagly and Carli (2007), Labyrinth is an image with a long and varied history in ancient Greece, India, Nepal, native North, South America, and medieval Europe. This symbol conveys the idea of a complex journey toward a goal worth striving for. It is therefore mentioned that passage through labyrinth is not simple or direct, but requires persistence, awareness of one's progress, and a careful analysis of the puzzles that lie ahead.

Eagly and Carli (2007) concluded that women are associated with communal qualities, which convey a concern for the compassionate treatment of others. A Meta-analysis was done in many researches and the following traits were concluded between transactional and transformational leadership styles (Eagly and Carli: 2007)

Transformational leaders:

1. Establish themselves as role models by gaining followers, trust and confidence.

2. They state future goals, develop plans to achieve those goals and innovate, even when their organizations are generally successful
3. They mentor and empower followers, encourage them to develop their full potential.

Transactional leaders:

1. Establish give-and-take relationships that appeal to subordinates self-interest.

The findings from meta-analysis are that in general, female leaders were somewhat transformational, especially when it came to giving support and encouragement to subordinates.

From the study it can be concluded that transformational style (along with the rewards and positive incentives associated with the transactional style) to be more suited to leading the modern organization.

c) How women lead

An explanation of how women leaders have learned through their own experiences is provided by Polach (2007). Becoming someone who is followed, confident, trusted and financially successful happens over time, and in different ways by utilizing unique styles.

Polach (2007) describes about six behaviours (traits) or practices that successful women employ. She argues that women have historically listened more than talked, and agreed more than they have been confronted.

Polach (2007) has summarised the following list of common characteristics emerge on how women lead:

- 1. Successful women act courageously by trusting their experience and acting on their gut.**

They turn challenges into opportunity by creating teams that are capable of thinking in new ways and will not necessarily follow easiest path. They challenge the way things

have always been done, not trumpeting their ideas relentlessly, but listening to their inner voice and working organizations, asking: how might we do this a different way?

2. They take calculated risks by breaking the rules or doing it a different way

Women get out of their comfort zone by building on past experiences; they use the alliances they have built over time to get things done. Women are higher risks takers, although they are not thrill seekers. They are actually more willing to take risk for what they believe.

3. Women leaders work through others

Women mentor and give opportunities laterally. They develop a broad but deliberate network within and outside their organization, enlisting others' advice and supporting others while maximizing human interaction, taking time to listen to others. Women know that high touch in this electronic world is critical. They facilitate interactions by bringing the right people together for problem solving, rather than assembling teams and giving them instructions.

4. Women create a vision, devise a plan, and execute against it

Successful women are eager to involve others in their planning and execution, once they are clear on their vision for the future. They are less interested in taking the credit for realizing a vision, than they are in getting others to follow and support it. Once a clear vision has been established, they are relentless in realizing that vision, not by stepping on people along their way, but by engaging them and inviting their partnership.

5. Women spend time deliberately on both work and life

Successful women constantly work on balance and deliberately choose not to do some things. In short, successful women are well-balanced women. People like to be around them. They have interests outside of their work and are actively involved in the lives of their families and communities.

6. Women get noticed

They are comfortable giving themselves credit when it is due and they share credit freely. Women are learning to blow their own horn when they deserve it, and they find ways to increase their visibility and become known for their work.

The research seeks to explore the traits of the female leaders and the above study gives some insight into the traits of distinct leadership styles of successful women leaders.

2.7.2 Empirical studies on female managers

a) Caliper study 2005

According to the Caliper study (2005) which assessed two million applicants from over 25000 companies women leaders were found to be more assertive and persuasive, have a stronger need to get things done and more willing to take risk. Women leaders were also found to be more empathic and flexible as well as stronger in interpersonal skills. Herb Greenberg (2005), CEO of Caliper concluded "These qualities combine to create a leadership style that is inclusive, open, consensus building, collaborative and collegial."

The research methodology made use of the Caliper Profile, a reliable personality assessment, demographic analysis and in depth interviews of 59 women leaders from top companies in the United Kingdom and the United States. The companies included Accenture, Bank of America, Deloitte & Touché, Deutsche Bank, The Economist Group, Enterprise Rent-A-Car, Ernst & Young, IBM, International Paper, Johnson & Johnson, Kohler, Lloyds TSB, Molson Coors and Morgan Stanley. The sample was drawn from 19 different categories of business, 26% Finance, 7% each from Computer, Education & Consulting, Health Products & Services and Real Estate. The age profile of the women leaders included: 30-39 years (24%), 40-49 years (49%) and 50+ years (27%). The

majority (69%) of the women were married, 5% lived with domestic partner and 26% were single. Forty-one percent had dependent children living with them in the home.

The women leaders in this study were matched to a representative sample of male leaders drawn from Caliper's database, representing similar job titles. In the study while men demonstrated fine levels of empathy, flexibility, sociability, and urgency (a need to get things done immediately), women leaders scored exceptionally higher in these attributes. Women leaders were found good at hearing all points of view were more willing to take information from all sides and read complex situations easily. This enables them to make the most informed decision. This makes women leaders better at communicating decisions. Women leaders also scored significantly higher in their levels of urgency and risk taking. The study also established that women leaders have very high scores in abstract reasoning. Greenberg (2005) further concluded, "Women leaders are venturesome, less interested in what has been than in what can be. They will run the risk of occasionally being wrong in order to get things done. And with their fine abstract reasoning skills, they will learn from any mistakes and carry on."

In conclusion, the study established the following attributes in women leadership, women leaders are more assertive and persuasive, have a stronger need to get things done and are more willing to take risks than male leaders. Women leaders were also found to be more empathetic and flexible, as well as stronger in interpersonal skills. These women leaders are able to bring others around to their point of view because they genuinely understand and care about where others are coming from so that the people they are leading feel more understood, supported and valued. The traits that are found in this study will be used as part of the research in determining the attributes that make successful women in organisations.

2.8 Leadership styles of successful women leaders

2.8.1 Factors that sustain successful women leaders

This article by Gilmour (2009), "is about the leadership project that was set to help professional women worldwide. This leadership project was about learning what drives and sustains successful women leaders. It is further mentioned that being a successful woman leader is about having a well physical, intellectual, emotional and spiritual strength that drives personal achievement and in turn, inspires other to follow. Gilmour (2009) argues that "women seek meaning in work life and that gives them an advantage in the workplace".

As part of the study, more than 85 women were interviewed worldwide. From those interviews a model was created with five broad and interrelated dimensions of leadership. The following are the factors that sustain successful women leaders as concluded in this article:

- The key is a sense of purpose, coupled with engaging activity. Because of the synergy between purpose and an engaging activity, women are able to be happy and perform at highest level without burnout.
- Managing one's energy is extremely important. Knowing where your energy comes from, where it goes, and what you can do to manage it.
- Being optimistic and focussing on the positive angle of things is essential because all the little anxieties aware can lead to a downward spiral of negative thought.
- Women have a close and deep network. It is important for women to step up and volunteer for the important opportunities at work.

According to Gilmour (2009), that if one follows the above mentioned dimensions of leadership, one will have more of a presence in the workplace. Additionally, one will have a sense of belonging and the resilience to take one's career to the next level.

2.9 World's famous successful woman leaders

A snapshot of famous woman leader leaders from history who became heads of government can also shed some light on what made them great leaders.

(<http://www.buzzle.com>)

Margaret Thatcher was the Prime minister of the United Kingdom for eleven years (three terms). She was a conservative whose diplomacy facilitated the breakup of Soviet Union, which helped end the Cold War. She was also a hardcore capitalist, who reduced government spending and was all for deregulation and privatization. She gained popularity when she waged a war against Argentina over the Falkland Islands. She was a great orator and has become one of the most notable, historical figures, as the first woman to lead a political party in any European country. From above the following leadership attributes are underlined –persuasive, good communicator, assertive, willing to take risks and stronger need to get things done.

Indira Gandhi: Indira Gandhi was the prime minister of India for three terms (14 years). Her policy of Garibi Hatao (Abolish Poverty) played a major role in her victory, in the 1971 elections. She won the war against Pakistan, after which she enforced a state of emergency in India. This move made her most unpopular with the Indian masses, and was the reason why she lost the following elections. After coming back into power, Indira Gandhi somehow earned the hatred of Sikhs. She authorized an attack on the Golden Temple, a Sikh place of worship, in Punjab, acting on intelligence information, in which terrorists were hiding. In a retaliatory action, her Sikh bodyguards assassinated her. The clearly visible leadership styles are empathetic and willing to take risks.

Angela Merkel: Angela Merkel was born on July 17, 1954. She is the current head of the government in Germany. She is the president of the Christian Democratic Union (CDU), since April 10, 2000, and the president of the CDU-CSU grouping, which is an alliance between CDU and its sister party, Christian Social Union of Bavaria. She is also a leader of the coalition of CSU and Social Democratic Party of Germany (SPD). She is also the president of the European Council and chairperson of the G8. Concerning the internal affairs of Germany, she is directly involved in the matters of health policy and energy policy. In 2008, she was number 1 in Forbes magazine's list of 100 most powerful women in the world. She was awarded the Charlemagne Prize in 2008, for her contribution towards betterment of the European Union. Angela displays the following leadership styles: involvement and stronger need to get things done.

2.10. Measure of performance of employees

The research objective is to establish the relationship between the traits that make women successful and organisational performance. Therefore, as part of literature review, it is important to highlight on how performance of employees is being measured.

Traditionally, organisational performance was based on productivity, quality, customer satisfaction, sales, and revenues. Nowadays performance measurement is also a tool for teams and individual workers. Performance measures serve several purposes: they communicate the strategic priorities of the firm and the performance drivers critical to achieving those priorities to lower-level managers and employees, provide a framework to ensure that adequate resources are available.

Balanced Scorecard Approach

One approach to facilitating the measurement of organizational performance is a management tool: the Balanced Scorecard (BSC). Using the Balanced Scorecard approach, indicators of performance are identified and assessed in terms of how these indicators contribute to the achievement of the overall corporate strategy and mission (Baker and Utecht, 2007). Typical indicators of performance in the Balanced Scorecard

approach include financial, growth, internal business functioning measures, and a human resource assessment.

According to Kaplan and Norton (1996), balance scorecard suggests that organizations be viewed using the four perspectives and to develop metrics, collect data and analyze it relative to each of these perspectives:

i. **The Learning & Growth Perspective**

This perspective includes employee training and corporate cultural attitudes related to both individual and corporate self-improvement. In a knowledge-worker organization, people -- the only repository of knowledge -- are the main resources. In the current climate of rapid technological change, it is becoming necessary for knowledge workers to be in a continuous learning mode. Metrics can be put into place to guide managers in focusing training funds where they can help the most. Kaplan and Norton emphasize that 'learning' is more than 'training'; it also includes things like mentors and tutors within the organization, as well as that ease of communication among workers that allows them to readily get help on a problem when it is needed.

ii. **The Business Process Perspective**

This perspective refers to internal business processes. Metrics based on this perspective allow the managers to know how well their business is running, and whether its products and services conform to customer requirements (the mission). These metrics have to be carefully designed by those who know these processes most intimately; with our unique missions these are not something that can be developed by outside consultants.

iii. **The Customer Perspective**

Recent management philosophy has shown an increasing realization of the importance of customer focus and customer satisfaction in any business. These are leading indicators: if customers are not satisfied, they will eventually find other suppliers that will meet their needs. Poor performance from this perspective is thus a leading indicator of future decline, even though the current financial picture may look good. In developing metrics for satisfaction, customers should be analyzed in terms of kinds of customers and the kinds of processes for which we are providing a product or service to those customer groups.

iv. **The Financial Perspective**

Kaplan and Norton do not disregard the traditional need for financial data. Timely and accurate funding data will always be a priority, and managers will do whatever necessary to provide it. In fact, often there is more than enough handling and processing of financial data. With the implementation of a corporate database, it is hoped that more of the processing can be centralized and automated. But the point is that the current emphasis on financials leads to the "unbalanced" situation with regard to other perspectives. There is perhaps a need to include additional financial-related data, such as risk assessment and cost-benefit data, in this category.

2.11 Development of a questionnaire for assessing work unit performance

Spangenberg and Theron (2004) conducted a study to develop a generic work unit performance measure that can be utilized in private, public and non-profit organization. Development of such a questionnaire, called the Performance Index (PI) comprised

three steps, namely deciding on a baseline structure for the model; verifying the model and dimensions through subject expert feedback; and consolidating the model and refining the questionnaire.

The sample was drawn from part-time MBA students of the Graduate School of Business at the University of Stellenbosch who are full-time managers at different organizations. About 60 students participated in the study out of the 115 students. Unit performance was measured by superiors, peers and subordinates of these unit managers and a total of 257 completed Performance Index questionnaires were received. The research copy of the Performance Index consisted of 56 questions covering eight dimensions. The dimensions are briefly explained (Spangenberg and Theron, 2004):

1. Production and efficiency include quantitative outputs such as meeting goals, quantity, quality, cost-effectiveness, and task performance.
2. Core people processes reflect organizational effectiveness criteria such as goals and work plans, communication, organizational interaction, conflict management, productive clashing of ideas, integrity and uniqueness of the individual or group, learning through feedback, and rewarding performance.
3. Work unit climate is a global perception of the psychological environment of the unit, and gives an overall assessment of the integration, commitment and cohesion of the unit.
4. Employee satisfaction centres on satisfaction with the task and work context, empowerment and career progress, as well as with outcomes of leadership.
5. Adaptability reflects the flexibility of the unit's management and administrative systems, core processes and structures, capability to develop new products, and versatility of staff and technology.
6. Capacity reflects the internal strength of the unit, including financial resources, profits and investment; physical assets and materials supply; and quality and diversity of staff.
7. Market share includes competitiveness and market-directed diversity of products or services, customer satisfaction, and reputation for adding value to the organization.

8. Future growth serves as an overall index of projected future performance and includes profits and market share. The study concludes that the responsibility for the performance of any organizational unit on these eight performance dimensions ultimately lies with the leadership of the organization.

2.12 Conclusion

This chapter has explored several dimensions of the leadership and management construct in profiling successful female leaders. A brief summary of key differences between leaders and managers was tabulated. The chapter also provided some insight on traits and profiles of female managers and leaders. The literature review highlighted the different leadership styles and their impacts in organisations performance. The profiles of successful women leaders in politics such as Margaret Thatcher, Indira Gandhi, and Angela Merkel were also discussed in this chapter.

The attributes and traits from the body of knowledge reviewed were utilised in the design of questionnaires.

According to Glasscock (2009), "Women need to have good work habits, good attitudes, the ability to delegate with the delegation of execution, a focus on the big picture issues, strategic alliances, be good at what they do, and an increase in management visibility."Therefore, determining the traits and profiles of successful female leaders is important for development of upcoming females who want to be in top positions in their organisations.

Chapter 3

Research Design and Methodology

3.0 Chapter overview

This chapter is structured as follows:

- 3.1 Introduction
- 3.2 Statistical tools
- 3.3 Context of the research
- 3.4 Definition of variables
- 3.5 Sampling
- 3.6 Sampling size
- 3.7 Method of data collection for dependent and independent variables

3.1 Introduction

The study employs a methodology best suited to answer the main question within the existing time and time constraints. The purpose of the study was to determine the attributes that make women successful leaders. A quantitative methodology was used for this study.

There are two very critical variables in the process of designing research methodology. These are independent and dependent variables. In this research the interdependence of leadership, management and traits will be tested. The statistical tool, Pearson correlation T on quantifiably mapping a relationship between dependent and

independent variables will be utilised. The use of such a correlation type is due to the interval or ratio-type data that this study examines in relation to women's success traits and profiles over a given period. As this is the main statistical tool used in the research a brief description of the Pearson statistical tool will be given in this chapter. With reference to data collection the sampling population and methods of data collection will also be dealt with in the chapter.

3.1.1 Research design

There are two major types of research design: quantitative and qualitative. The basic difference between the two designs is that quantitative research presents results with statistics, and qualitative research uses words to describe phenomena. (McMillan & Schumacher, 1993:40). In the present study a quantitative research method was utilised. Quantitative research design is viewed as the best approach to scientific research because it offers precise measurement and analysis.

A questionnaire was used for gathering information and was constructed based on the three constructs which are linked to research objectives. A 5-point likert scale was used to standardise response categories in survey questionnaires.

3.2. Statistical tools

3.2.1 Pearson Correlation

The Pearson correlation coefficient can only have values ranging between -1 and 1. A value close to 1 represents a strong relationship between the variables, while a value close to -1 represents a negative linear relationship. The advantage of using Pearson correlation for this study was that it would match critics with similar tastes, even though their actual ratings might be far apart. This is because the Pearson correlation determines how much variables change and not for the actual difference between



variables. The table below will be used to assess the extent of relationship on the variables under test.

Table 3-1 Pearson correlation coefficient interpretation

Pearson's constant (r)	Interpretation
< or = 0.3	Weak relationship
0.31 to 0.4	Mediocre relationship
0.41 to 0.5	Medium relationship
0.51 to 0.6	Substantial relationship
0.61 to 0.70	Strong relationship
0.71 to 1.00	Very strong relationship

3.2.2. Validity and reliability of the survey questionnaire

According to Santos (1999), Cronbach's Alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability. Therefore in this study, Cronbach's Alpha was used to measure the reliability of the constructs. It is crucial to know whether the same set of items would bring forth the same responses if the same questions are recast and re-administered to the same respondents.

3.3 Context of the research

The research was carried out in both private and public sectors of South Africa. Female employees who were in middle and senior managerial positions were used for data

collection. The research focused on assessing attributes that make women successful leaders.

3.4 Definition of variables

The variables tested against each other were:

- ❖ Leadership- the questionnaire probed creative thinking, willingness to lead, performance management and leading by example, based on the research objectives.
- ❖ Management – the questionnaire explored the motivation of workers and structuring work situation, based on the research objectives.
- ❖ Traits- the questionnaire looked into the ability to communicate, persuasiveness, and collaboration, cooperation and team capabilities, based on the research objectives.

3.5 Sampling

Webster (1985) states that a sample as a finite part of a statistical population whose properties are studied to gain information about the whole. Therefore in this research women from different industries and government departments will be used for data collection. The selected respondents will assess the independent variables.

3.6 Sampling size

3.6.1 Selection of samples

The sample was drawn from professional females who are in middle, senior management and executive positions from both private and public sector. The sample population was 98 females, between the age of 30 to 50 years and from all races.

Table 3-2 Participants and Demographics

	Total	Private Company	Public Company
No. of participants	98	57	41
Junior management	47	24	23
Middle management	34	20	14
Senior management	17	13	4
Asian, Black, Coloured Managers	77	43	34
White managers	21	21	0

3.7 Method of data collection for dependent and independent variables

A questionnaire was used for collect data for variables. A short description of the use and advantages of questionnaires is outlined below.

3.7.1 Definition of a questionnaire?

A questionnaire is a set of questions for gathering information from individuals. Questionnaires are used to evaluate: when resources are limited and data is needed from many people, to gather data about knowledge, beliefs, attitudes, and behaviours. Questionnaires are helpful in gathering information that is unique to individuals, such as attitudes or knowledge. Questionnaires are helpful in maintaining participants' privacy because participants' responses can be anonymous or confidential.

3.7.2 Advantages of questionnaires

Questionnaires have been chosen for measurement of women leadership effectiveness for the following reasons: They are flexible and easy to administer confidentially. They permit respondents time to consider responses carefully without interference from the interviewer. Questionnaires can address a large number of issues of concern in a relatively efficient way and there is a possibility of a higher response rate. Often, questionnaires are designed so that answers to questions are scored and scores summed to obtain an overall measure of the attitudes and opinions of the respondent.

3.7.3 Disadvantages of questionnaires

The following are the disadvantages of using questionnaires for research: questionnaires are standardised and this makes it difficult for respondents to explain any points in the questions that they might misinterpret. Sometimes it may be difficult to obtain a good response rates, often there is no strong motivation for respondents to

respond. Quality of data is probably not as high as with alternative methods of data collection, such as personal interviewing.

3.7.4 Rating Key

A Likert scale is the mostly used scale in survey research. The following 5 point scale was used for the questionnaires:

For management and leadership the following scale and scoring were used for positively biased questions.

Table 3-3 Scale and scoring table: Management and leadership

	Scoring
Most preferred	5
Next preferred	4
Neutral	3
Least preferred	2
Almost never	1

For management and leadership the following scale and scoring were used for negatively biased questions.

Table 3-4 Scale and scoring table: traits

	Scoring
Most preferred	1
Next preferred	2
Neutral	3
Least preferred	4
Almost never	5

In some traits sections the following scale and scoring were used for questions.

Table 3-5 Scale and scoring table: traits

	Scoring
Almost always	5
Often	4
Sometimes	3
Seldom	2
Almost never	1

From the rating a score for each participant was calculated for each of the variables. The auto-correlation using Pearson was done for each participant.

3.8 Confidentiality and ethics

The responses from the sample population were treated with confidence and data presented in such a manner that identity of any respondent is not revealed. The data collected was exclusively used for the purposes of this research. The purpose for which the data is required was made known to all respondents. Further the researcher explained the nature and purpose of study and the procedure to be followed when completing questionnaires both verbally and in writing. The respondents were assured that no harm would befall them for revealing their honest opinions on the questions asked. Respondents were also informed that participation was voluntary.

3.9 Assumptions

It is assumed that the sample taken is representative of female managers and respondents are honest. It was also assumed that the respondents understood the questions in making correct conclusions from the questionnaire.

3.10 Method of analysis

The following steps were followed for analysis of data from questionnaire:

- ❖ Scoring of points on the questionnaire was as in Appendix 2.
- ❖ Clean data: This means making sure that the data is correct
- ❖ Make graphics that show relationships e.g. scatter plots
- ❖ Calculate coefficients that measure strength of relationship utilising Pearson's constant. The statistical significance must be calculated to validate results of the relationship obtained using Pearson's tests.

3.11 Conclusion

In this chapter focussed on the quantitative methodology that was used in solving the problem that is stated in Chapter 1. The procedures used for finding participants and for data collection, analysis and presentation were explained. Questionnaires were designed using the literature review from Chapter 2. Pearson correlation and Cronbach's Alpha were used for reliability and validity of the questionnaires results. Leadership, management and traits variables were tested against each other. The discussion of the findings is presented in the next chapter.

Chapter 4

Presentation and analysis of Results

4.0 Chapter overview

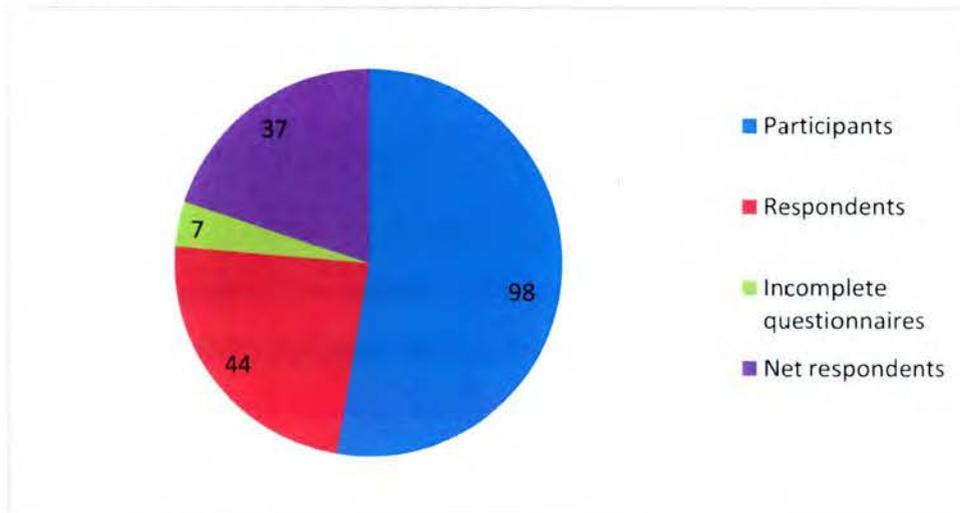
In this chapter the following will be presented:

- 4.1 Questionnaire response rates and comments
- 4.2 Average scores for the three constructs
- 4.3 Average scores per construct
- 4.4 Pearson correlation results between the variables

4.1 Questionnaire response rate

Questionnaires were sent to all female managers as indicated on Table 3.1. The sample population was 98 and 44 responded. During the data cleaning exercise, incomplete questionnaires from 7 participants were discarded leaving a net response from 37 respondents. The response rate was therefore 38%.

Figure 4-1 Population response information



4.2 Comparison of the average scores for the three constructs

As per the below Table 4.2, leadership scored the highest compared to traits and management relating to the constructs. The average score for the lowest construct (management) was found to be still above mathematically computed average of 2.5 (50%).

Figure 4-2 Constructs averages

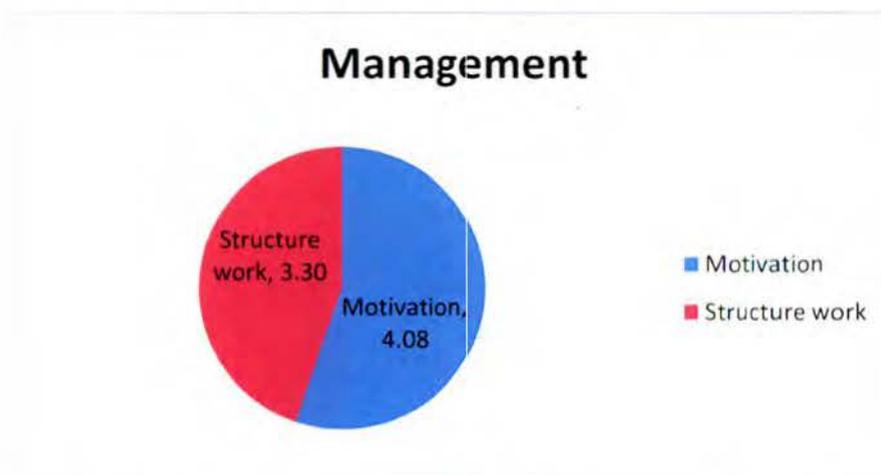


4.3 Management attributes results

The management questionnaire probed the motivation and structuring work situation.

The average score for motivation was 4.08 out of the maximum possible score of 5. This test indicates how female managers motivate their subordinates in terms of coaching, offering support, inviting feedback and making joint decisions.

Figure 4-3 Management attributes result



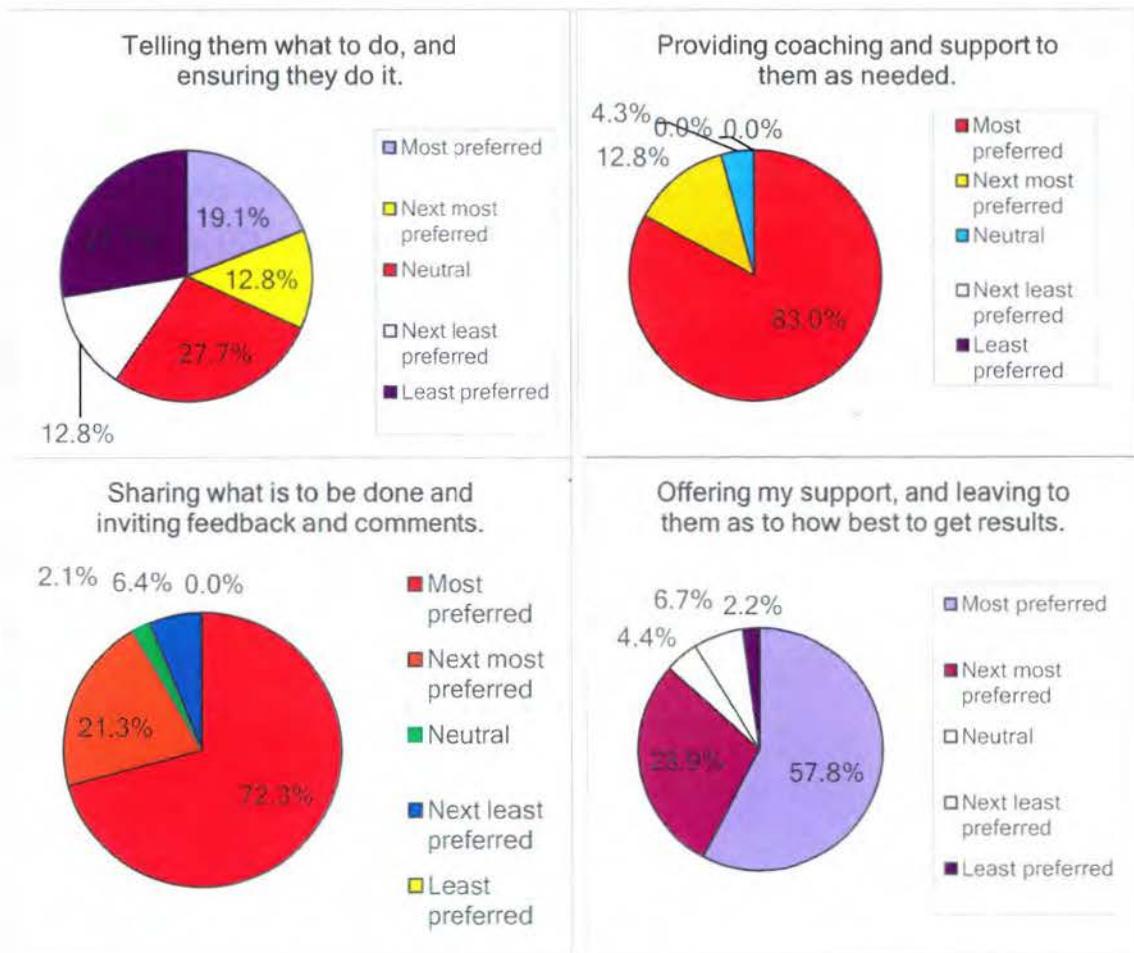
The average score for structuring work situation achieved was 3.30 out of maximum possible score of 5. This test explored the formalized and functional operation in which managers make decisions and tightly structured operation where people follow rules. It also tested the flexible environment where people are left to do their jobs.

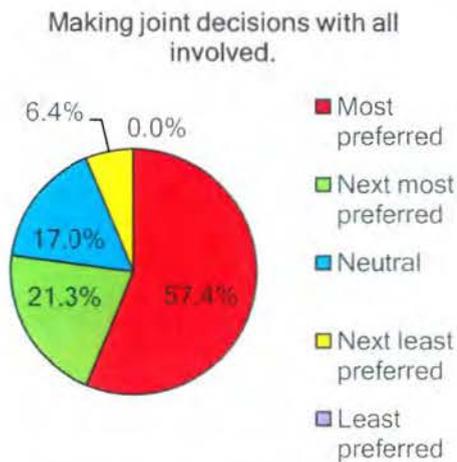
The motivation score obtained was higher than the structuring of work situation under the management attributes. However, both these scores are reasonably higher than the mathematical 50% score of 2.50.

A standard deviation of 0.493 was computed and this means the result for management attributes when distributed normally would range from 3.212 to 4.199.

4.3.1 Questionnaire results: Motivation

Figure 4-4: Motivation

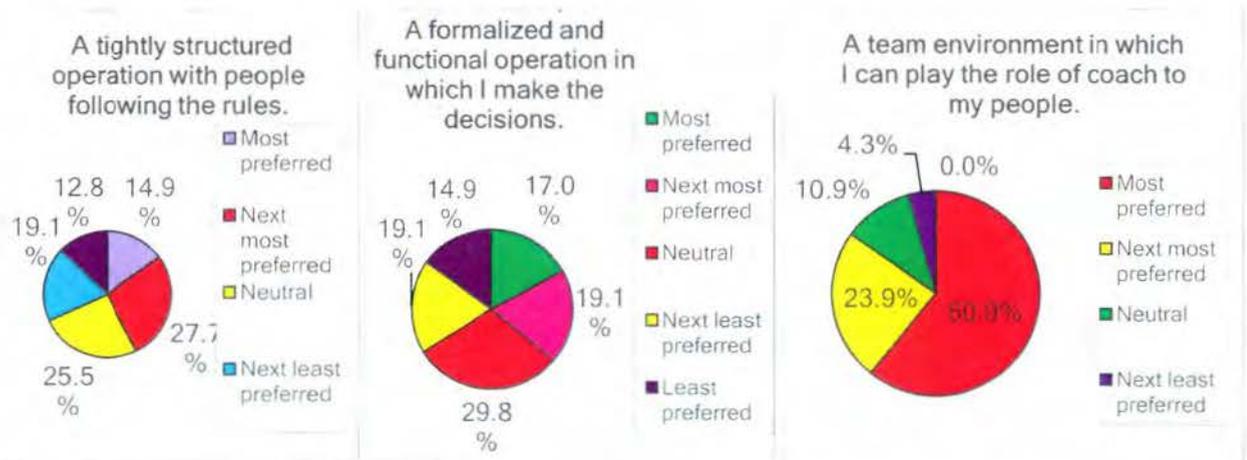


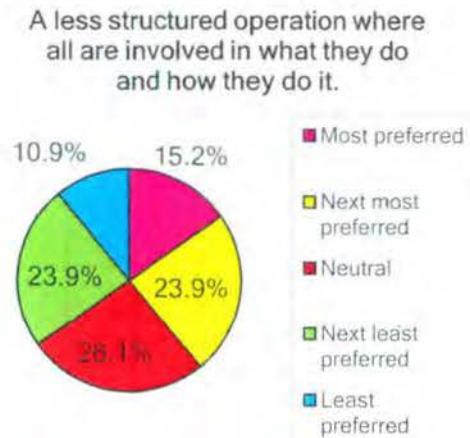
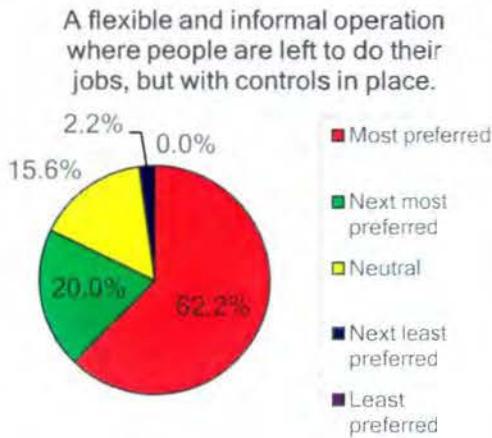


In the above graphs in terms of motivation under management, most respondents preferred to provide coaching (83%), sharing what needs to be done (72.3%), making joint decisions (57.4%), and offering support (57.8%).

4.3.2 Questionnaire results: Structure work

Figure 4-5: Structure work





4.3.3 Reliability test

The table below presents the reliability test using statistical methods such as Cronbach's Alpha, Split-Half correlation and Spearman-Brown Prophecy tools. A Cronbach's Alpha value obtained was 0.6246 under motivation. The value obtained in motivation category and means that all items in the category of motivation measured the same attribute.

In structuring of work category, Cronbach Alpha of 0.1 was obtained. The low value of Cronbach Alpha shows a measure of internal inconsistency from the questionnaire.

This means that the questionnaire received mixed reaction; this may mean that the respondents did not understand the questionnaire or could be linked to the 38% response rate..

This can be one of the disadvantages of questionnaires as there is physical interview between the researcher and respondent. In personal interview, the researcher can elaborate on questions that are not understood.

Table 4-1 Cronbach's Alpha results: Management

Management	
Motivation	
	Results
Cronbach's Alpha	0.6246
Structure work	
	Results
Cronbach's Alpha	0.0818

4.4 Leadership attributes results

The leadership questionnaire consisted of creative thinking, willingness to lead, performance management and leading by example.

Figure 4-6: Leadership attributes results



The average score for the creative thinking attribute achieved was 4.42. The results from the questionnaire indicate that on how visionary female managers are. It also tested how they shared the vision and mission of their enterprises with their followers.

The average score for willingness to lead was 4.33 out of maximum possible score of 5.0. The questionnaire probed the capability of women as leaders.

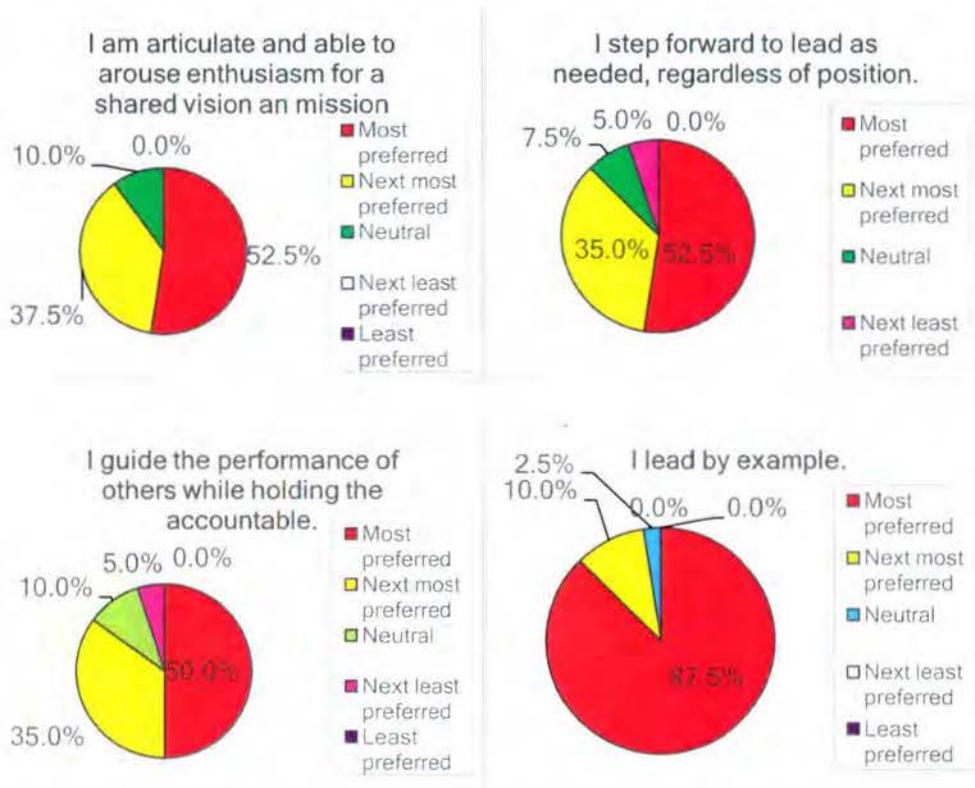
Average score for performance management achieved was 4.33 out of maximum possible score of 5.0. The questionnaire explored on how female managers guide the performance of their subordinates.

The average score for leading by example was 4.83 out of a maximum possible score of 5.0. The questionnaire tested exemplary leadership in women. This is a test on how women leaders walk the talk.

A standard deviation of 0.919 was computed and this means the mark for leadership attributes when distributed normally would range from 3.4 to 5.0.

4.4.1 Questionnaire results: Leadership

Figure 4-7: Leadership



In the leadership category, a percentage of 50% and above was obtained from respondents under the most preferred option. About 87.5% of response was obtained in the question of leading by example; this means that respondents preferred such leadership style.

4.4.2 Reliability test

Cronbach's Alpha of 0.911 was obtained in leadership questionnaire and this means that the questionnaire was of high relevance to the respondents.

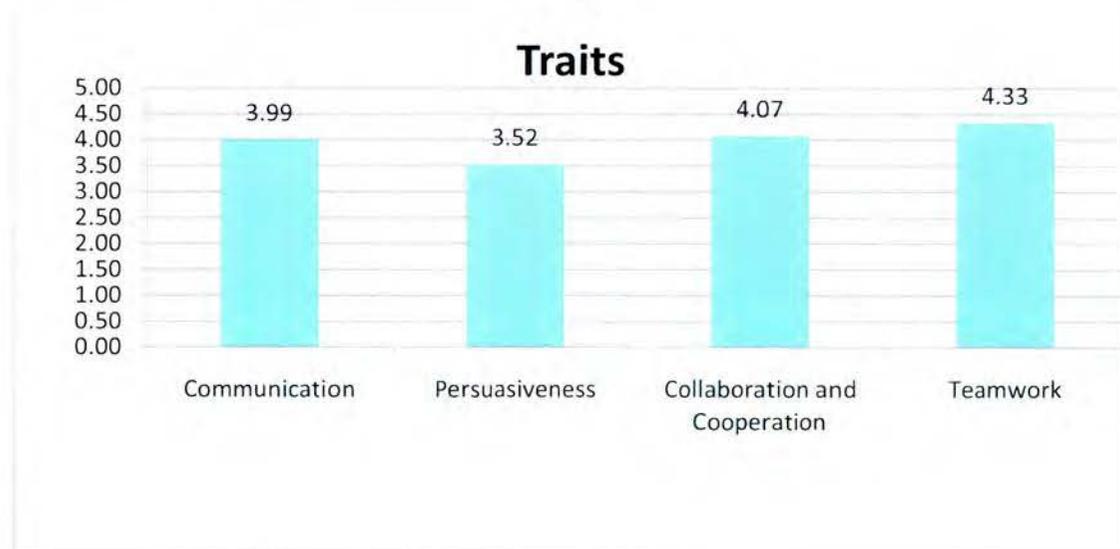
Table 4-2 Cronbach's Alpha results: Leadership

	Results
Cronbach's Alpha	0.9118

4.5 Traits questionnaire results

Participants responded to questions on the ability to communicate, persuasiveness, collaboration, cooperation and team capabilities.

Figure 4-8 Traits questionnaire results



The average score obtained for the ability to communicate trait was 3.99 out of maximum possible score of 5.0. The results from questionnaire indicate on how women leaders foster open communication. It further tested how they listen well and seek mutual understanding.

The mark obtained for persuasiveness was 3.52. The questions were based on assessing how female managers gain support and influence the course of action to be taken by subordinates.

Average mark obtained for collaboration and cooperation was 4.07 out of maximum possible score of 5.0. The questionnaire explored how women spot and nurture opportunities for collaboration and promoting friendly, cooperative climate.

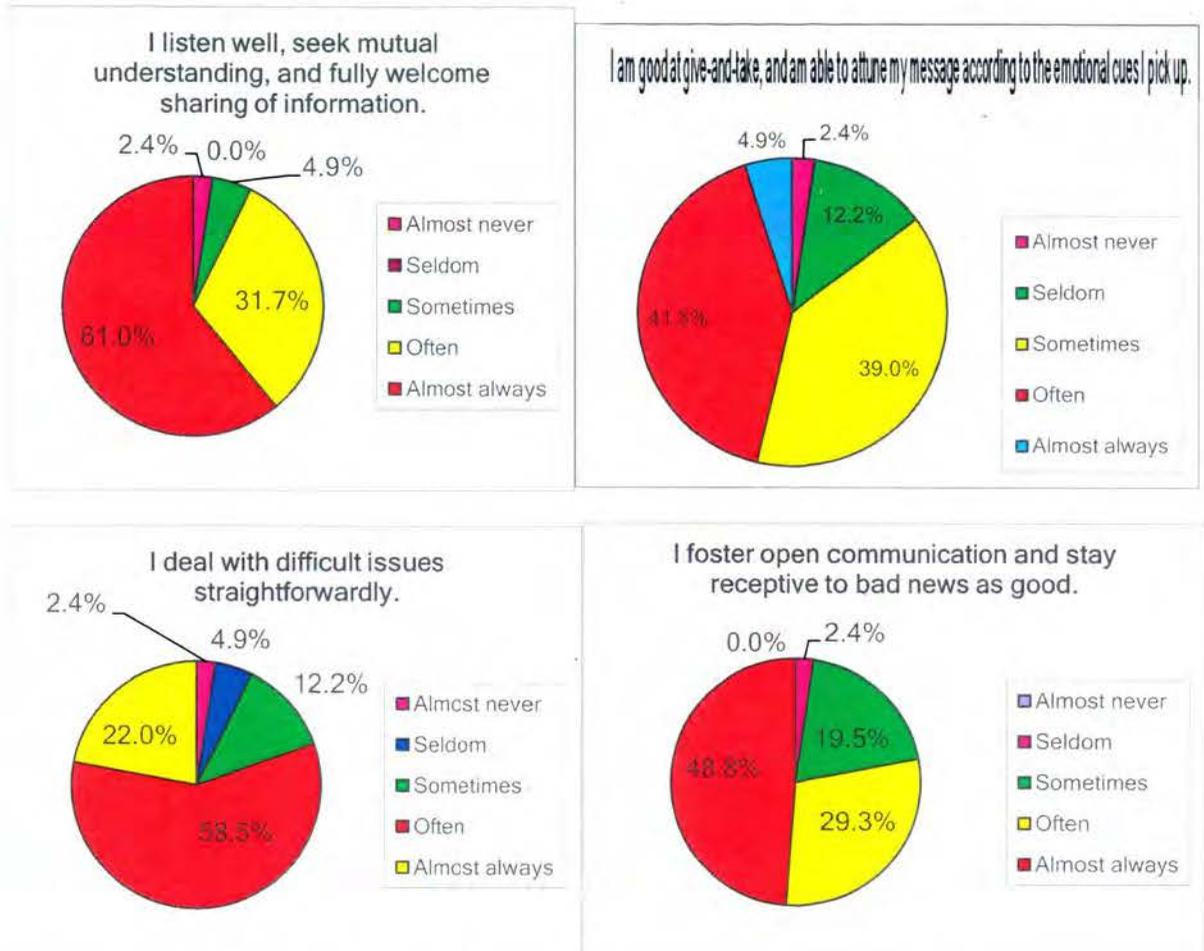
The average mark for teamwork was 4.33. The questionnaire looked at the ability for female leaders in building team identity and commitment. It also tested the team qualities like respect, helpfulness and cooperation.

A standard deviation of 0.644 was computed and this means the outcome for management attributes when distributed normally would range from 3.3 to 4.6.



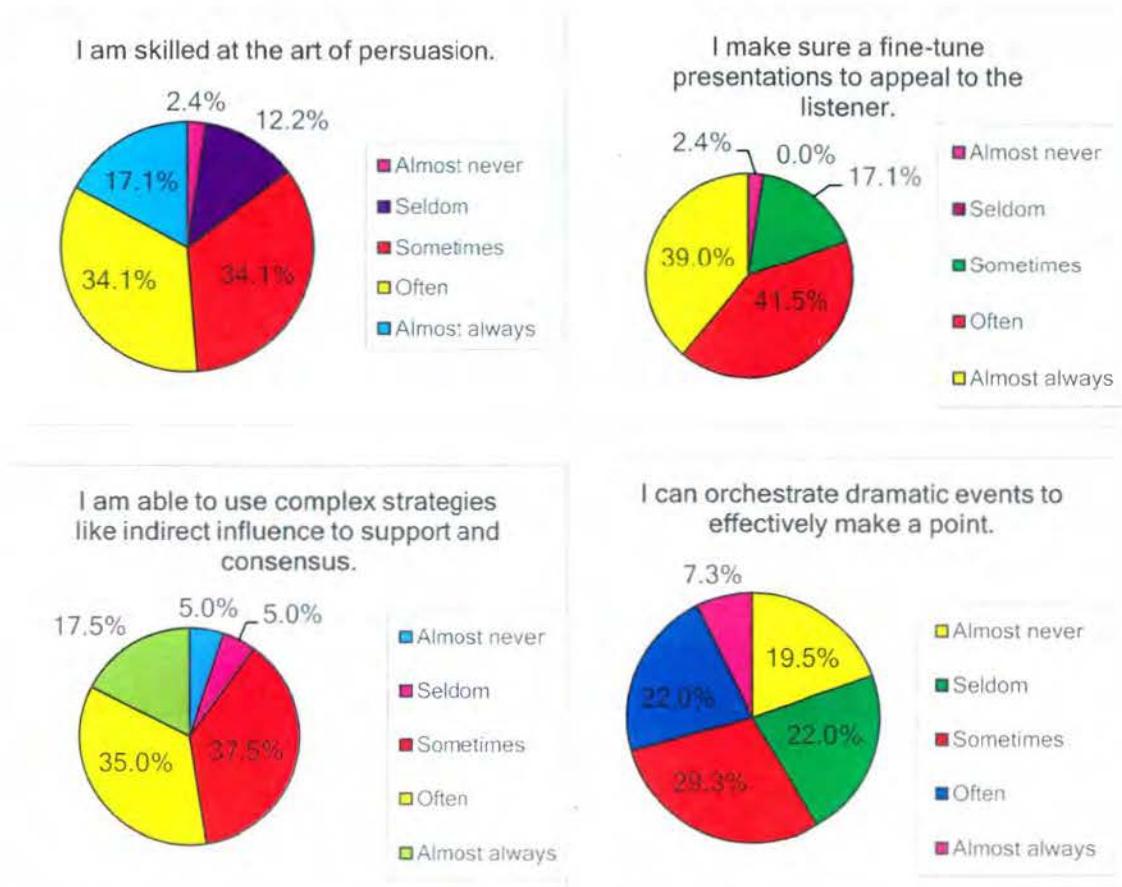
4.5.1 Traits Questionnaire results

Figure 4-9 Communication results



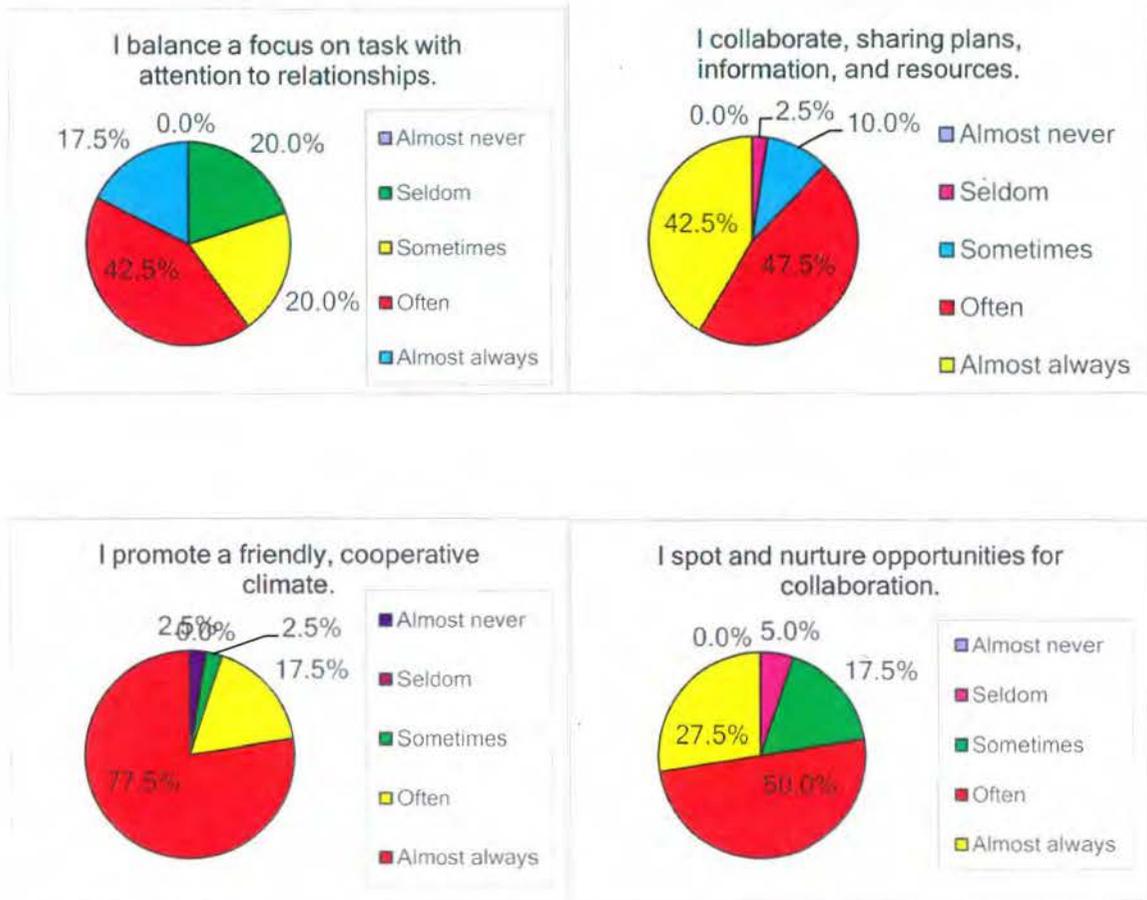
In the above graphs, the preferred communication styles of respondents were determined. Under almost always option, 41% was obtained for listening well ad seeking mutual understanding question, 41.5 % for at give and take situation, 58.5% for dealing with difficult issues and 48.8% for fostering open communication.

Figure 4-10 Persuasiveness results



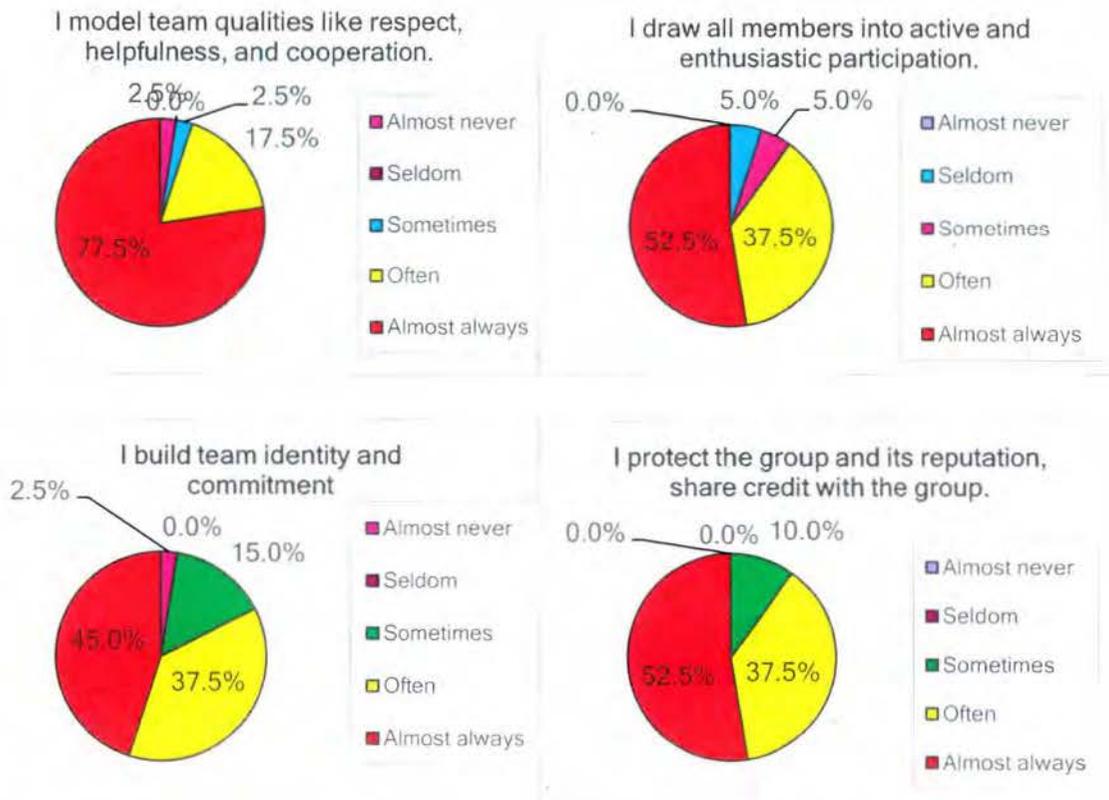
Under persuasiveness questionnaire, under almost always option the following results were obtained: 34.1% for being skilled at the art of persuasion, 39% in fine tuning presentation, 17.5% for using complex strategies and 7.3% for orchestrating dramatic events.

Figure 4-11 Collaboration and cooperation results



In collaboration and cooperation questionnaire the following results were obtained in almost always option: 17.5% for a balance focus on task, 42.5% for collaborate and sharing plans, 77.5% for promoting a friendly climate and 27.5% for spot and nurture opportunities.

Figure 4- 12 Teamwork results



The above graphs represent the results obtained in a teamwork questionnaire. Under almost always option a score of 77.5% was achieved for team qualities like respect and helpfulness, 52.5% for drawing all members into active and enthusiastic participation, 45% for building identity and commitment and lastly 52.5% for protecting the group and its reputation.

4.5.2 Reliability test

Table 4-3 Cronbach's Alpha results: Traits

<i>Traits</i>	<i>Cronbach's Alpha results</i>
Communication	0.6246
Collaboration and Cooperation	0.8052
Persuasiveness	0.6580
Teamwork	0.9360

It is important to measure the validity of the scale and its reliability when conducting a research. The values of a Cronbach's Alpha obtained in the traits questionnaire were as follows: communication (0.625), collaboration and cooperation (0.805), persuasiveness (0.658) and teamwork (0.936). High values of Cronbach's Alpha were obtained, this means that the generated scale was reliable.

4.6 Pearson correlation between the variables

4.6.1 Pearson correlation between management and traits

The management scores were correlated against traits using Pearson constant. The statistical significance was checked using ANOVA (Analysis of Variance). The p-value in the ANOVA results depict the statistical level of significance. A p-value less than 0.05 means the results were unlikely to have occurred by chance.

Table 4-4 Pearson correlation value and P-value: Management vs traits

	Pearson Correlation value	P-value
Management vs Traits	0.271	0.043406

Discussion of results

The Pearson correlation value of 0.271 that was obtained when management attributes were correlated against traits. From Chapter 3, Research Methodology, it is mentioned that a Pearson constant less than 0.3 is regarded as weak relationship. Therefore management attributes are weakly correlated to traits. The table for Pearson constant is repeated below for clarity.

The p-value of 0.043406 that was obtained is less than 0.05 indicating that the results are statistically significant.

Table 4-5 Pearson correlation relationships

Pearson's constant (r)	Interpretation
< or = 0.3	Weak relationship
0.31 to 0.4	Mediocre relationship
0.41 to 0.5	Medium relationship
0.51 to 0.6	Substantial relationship
0.61 to 0.70	Strong relationship
0.71 to 1.00	Very strong relationship

Table 4-6 ANOVA results: Management vs traits

<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
Column 1	37	137.1	3.705405	0.243303
Column 2	37	147.25	3.97973	0.415376

ANOVA

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	1.392196	1	1.392196	4.227233	0.043406	3.973897
Within Groups	23.71247	72	0.32934			
Total	25.10466	73				

4.6.2 Pearson correlation between leadership and traits

The leadership scores were correlated against traits using Pearson constant. The statistical significance was checked using ANOVA (Analysis of Variance). As mentioned in the previous section the p-value in the ANOVA results depict the statistical level of significance. A p-value less than 0.05 means the results were unlikely to have occurred by chance.

Table 4-7 Pearson correlation value and P-value: Leadership vs traits

	Pearson Correlation value	P-value
Leadership vs Traits	0.652	0.044047

Discussion of results

The Pearson correlation value of 0.652 that was obtained when leadership attributes were correlated against traits. As in Table 4.3 we see that a Pearson constant in the range of 0.61 to 0.7 represents a strong relationship. Therefore leadership attributes are strongly correlated to traits.

The p-value of 0.044047 that was obtained is less than 0.05 indicating that the results are statistically significant.

Table 4-8 ANOVA results: Leadership vs traits

<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
Column 1	37	161.25	4.358108	0.845627
Column 2	37	147.25	3.97973	0.415376

4.6.2 Pearson correlation between leadership and traits

The leadership scores were correlated against traits using Pearson constant. The statistical significance was checked using ANOVA (Analysis of Variance). As mentioned in the previous section the p-value in the ANOVA results depict the statistical level of significance. A p-value less than 0.05 means the results were unlikely to have occurred by chance.

Table 4-7 Pearson correlation value and P-value: Leadership vs traits

	Pearson Correlation value	P-value
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Discussion of results

The Pearson correlation value of 0.652 that was obtained when leadership attributes were correlated against traits. As in Table 4.3 we see that a Pearson constant in the range of 0.61 to 0.7 represents a strong relationship. Therefore leadership attributes are strongly correlated to traits.

The p-value of 0.044047 that was obtained is less than 0.05 indicating that the results are statistically significant.

Table 4-8 ANOVA results: Leadership vs traits

<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
Column 1	37	161.25	4.358108	0.845627
Column 2	37	147.25	3.97973	0.415376

ANOVA

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	2.648649	1	2.648649	4.20086	0.044047	3.973897
Within Groups	45.39611	72	0.630502			
Total	48.04476	73				

4.6.3 Pearson correlation between leadership and management

The leadership scores were correlated against management using Pearson constant. The statistical significance was checked using ANOVA (Analysis of Variance). As mentioned in the previous section the p-value in the ANOVA results depict the statistical level of significance. A p-value less than 0.05 means the results were unlikely to have occurred by chance.

Table 4-9 Pearson correlation value and P-value: Leadership vs Management

	Pearson Correlation value	P-value
Leadership vs Management	0.247	0.000295

Discussion of results

The Pearson correlation value of 0.247 that was obtained when leadership attributes were correlated against management attributes. As in Table 4.3 we see that a Pearson constant less than 0.3 is regarded as weak relationship. Therefore leadership attributes are weakly correlated to management attributes.

The p-value of 0.000295 that was obtained is less than 0.05 indicating that the results are statistically significant

Table 4-10 ANOVA results: Leadership vs Management

<i>Groups</i>		<i>Sum</i>	<i>Average</i>	<i>Variance</i>
Column 1	37	137.1	3.705405	0.243303
Column 2	37	161.25	4.358108	0.845627

ANOVA

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	7.88139	1	7.881385	14.47546	0.000295	3.973897
Within Groups	39.2015	72	0.544465			
Total	47.0829	73				

4.7 Conclusion

Quantitative information obtained from the questionnaire survey was presented in this chapter. The key findings from the 44 respondents was presented and discussed. The validity of the three constructs namely: leadership, management and traits was tested using the Pearson correlation and Cronbach Alpha. As discussed in Chapter 3, Pearson correlation values varies between -1 and 1. A value close to 1 represents a strong relationship between the variables while a value close to -1 represents a negative linear relationship. In this chapter the three constructs were tested using the Pearson correlation, a 0.271 value was obtained for management versus traits construct. As described in Table 3.1 that Pearson constant of less than 0.3 is regarded as a weak relationship between the two constructs. A Pearson correlation value of 0.652 was obtained for leadership versus traits construct and that represent a strong relationship. The last correlation was between the leadership and management constructs and a

result of 0.247 was obtained and representing a weak relationship between these constructs.

Cronbach Alpha coefficient was used to test the reliability. Cronbach Alpha coefficient of 0.624 was obtained under management construct, 0.911 under leadership construct. The values of a Cronbach's Alpha obtained in the traits constructs varies from 0.6246 to 0.9360, and the results indicate that there is internal consistency within the constructs questionnaires. In the next chapter the key findings discussion, conclusion and recommendations will be discussed.

Chapter 5

Summary of findings, conclusions and recommendations

5.1 Introduction

The research study was designed to answer the following research questions as outlined in Chapter 1:

The main research for this study is:

- ❖ What are the attributes that make women successful leaders?

The following sub-questions for this study were raised:

- ❖ What are the female leader's traits?
- ❖ What are the female manager's traits?
- ❖ What are the female leader's profiles?
- ❖ What are the female manager's profiles?

In this chapter the summary of findings, conclusions and recommendations are presented.

5.1.1 Organisation of material

The findings from quantitative investigation presented in Chapter 4 are synthesised in 5.2. This is followed by conclusion drawn from the findings (5.3) and recommendations (5.4) ending with a discussion of the limitations of the study (5.5).

5.2 Summary of findings

Significant findings which emerged from the questionnaire survey are discussed and interpreted in relation to the research questions and objectives of the study that were cited in Chapter 1. In the process of discussing and interpreting, the relevant findings are evaluated with those from previous studies as reviewed in the literature presented in Chapter 2.

The aim of this research was to investigate the attributes that make women successful leaders and with the following objectives:

- ❖ Conduct a literature review on leadership and management differences.
- ❖ To determine if a relationship exist between management and leadership.
- ❖ Assess through research the existing female manager's profiles and traits.
- ❖ Assess through research the existing female leader's profiles and traits.
- ❖ To determine if a relationship exists between management profiles and traits.
- ❖ To determine if a relationship exists between leadership profiles and traits.
- ❖ To find out on what competencies successful female leaders should acquire, develop and sustain.
- ❖ To identify common leadership styles of famous successful women leaders.
- ❖ Benchmark the profiles and traits of female managers against the findings from the literature review; and
- ❖ Propose recommendations on the attributes which contribute towards being a successful women leader.

The following section presents the investigation in relation to the above objectives as established in this study.

5.2.1 Comparison of the average scores of the constructs

Management, leadership and traits constructs were used in the design of the questionnaire. The results presented in Chapter 4 indicated high average score for leadership, which means most female respondents, preferred the leadership style.

5.2.2 Management profiles and traits

Women, in general, continue to face a range of barriers from the outside such as institutionalized and individual discrimination along with the reality that they often have the major responsibility for family life. However, the findings of this study seem to suggest women managers who participated in the study are good motivators and forceful in getting their work done in order to achieve organisational goals. The results further indicated that women managers prefer to provide coaching and support, sharing what needs to be done than telling them what to do. Moreover they were motivated in making joint decisions with their subordinates in order to contribute in success of the other people and organisation.

Another finding was that women managers who participated in the study scored low results under formulating work.. This suggested that women managers do not prefer formalized work environments with people following the rules.

The results of Pearson correlation test (0.27) between management and traits of female managers showed a weak relationship. This means good women managers do not necessarily need specific and/or static traits.

5.2.3 Leadership profiles and traits

The results of Cronbach's Alpha (0.912) showed a strong relevance of questionnaire to the respondents. The response rates from the questionnaire indicated that women preferred to lead by example. The findings in this study showed that females who participated have preference in guiding the performance of others while holding

accountability and have interest in sharing organisation's vision and mission. Since the majority of respondents prefer to lead by example, this indicated that women leaders are focussing on setting an example to their followers meaning that they can create an enabling organisation culture and work environment which is conducive for goal achievement.

The Pearson auto-correlation value of 0.65 was obtained between traits and leadership. This means that there is strong relationship between women leaders and traits.

5.2.4 Findings of the traits investigated

The results for the traits that were in the questionnaire were very interesting. Responses received from the questionnaire revealed that the questionnaire was of high relevance to the female respondents. The following traits were investigated: communication, persuasiveness, collaboration and cooperation and teamwork. The following section presents the significant findings of the mentioned traits.

Communication

The findings in the study indicate that female managers value the ability to communicate with people of different backgrounds and cultures. The results indicate that women foster open communication and this makes them to be able to network effectively.

Persuasiveness

Under persuasiveness, the results showed that female managers demonstrate attributes of getting things done and are willing to take risk. This trait that is possessed by these women includes the ability to use complex strategies like indirect influences to support and build consensus in order to achieve high performance.

Collaboration and cooperation

The findings in collaboration and cooperation questionnaire in this study demonstrated the leadership style that is associated with successful women leaders. It is further indicated that female respondents also prefer to balance a focus on task with attention to relationships that creates people to be around them.

Teamwork

This trait scored exceptionally high when compared to the other three traits that were investigated in this study. The finding was that the team-oriented approach is highly demonstrated in the female respondents.

5.2.5 Research objectives discussion

In Chapter 2, research objectives were tabulated and the following discussion is based on the findings of this research in relation to the objectives.

Relationship between management and leadership

One of the objectives was to determine if a relationship exist between management and leadership. The theory suggested that leadership is where an individual is the “hero”; meaning she is the first to take action and the one to attend to the crisis to the point of resolution. It further suggested the leader has vision, drive and innovative. They are active in most tasks. Management is where someone has ultimate authority and responsibility for the task but is not necessarily the person doing the task. Managers distribute the task to others in the team and acts as advisor and facilitator. The findings of this study indicate that good managers are sometimes leaders and good leaders are sometimes managers. The Pearson correlation value of 0.247 was obtained and therefore it can be concluded that a weak relationship exist between management and leadership.

Relationship between leadership profiles and traits

The study objective was also to determine if a relationship exists between leadership profiles and traits. In literature significant relationship exists leadership and traits such as intelligence, a team-oriented approach, adjustment, assertiveness, flexible and persuasiveness. In this study the research questionnaire probed several traits and the relationship between leadership profiles and traits was demonstrated by the respondents. The teamwork and leading by example traits scored significantly high and that showed that women leaders are capable on contributing in developing their subordinates can be initiators and also drivers of organizational mission and vision. A Pearson correlation value of 0.652 was found. As a result, a strong relationship between leadership profiles and traits was established.

Relationship between management profiles and traits

The relationship that exists between management profiles and traits was investigated in the research. In this study the management profiles and traits were discussed in Chapter 2 and literature concluded that women managers are willing to learn from others, are good at networking and can communicate effectively with their teams. A manager can react to specific situations and is more concerned with short-term problems. Thus, it can be concluded that female managers are able to relate to people inside the organisation and can achieve organisational goals through people that work within a structured organisation with prescribed roles. A Pearson correlation value of 0.271 was obtained. This suggested a weak relationship between management profiles and traits.

What are competencies that successful female leaders should acquire, develop and sustain?

As indicated before, another objective of this study was to find out of what competencies should successful female leaders acquire, develop and sustain. In theory, it is said that female leaders should have a key sense of purpose, secondly, must be

able to manage one's energy, thirdly, being optimistic and lastly, focusing on the positive angle of things is essential. Therefore it can be concluded that to be a successful female leader, women should develop some of the mentioned competencies.

Common leadership styles of famous successful women leaders

The objective of this study was also to identify common leadership styles of successful female leaders. As discussed in Chapter 2, different successful female leadership styles were discussed and the following leadership styles were observed such as involvement, stronger need to get things done, willingness to take risk, assertiveness, persuasiveness and good communication skills. In this study, the mentioned leadership styles were tested in the questionnaire and positive results were obtained from the respondents. This means that the respondents clearly relate to the leadership styles that were established by successful female leaders.

5.2.6 Conclusion of the findings

This research focused on the attributes that make women successful leaders. Profiles and traits of successful women leaders were investigated. From the above findings, the following conclusions were made in relation to the attributes that are demonstrated by successful women leaders.

The women leadership style established in this study is centred on motivation, good communication, teamwork, leading by example and persuasion. Women are generally regarded as good motivators of others because they are more enthusiastic, expressive of their thoughts and feeling and lastly, women can readily show appreciation for the efforts of others. Therefore this trait is significant for women leaders.

Findings of the study suggest that women in leadership position are better communicators more especially in a work place. They are good at hearing all points of view and more willing to take information from all sides and read complex situations easily. That enables them to make the most informed decisions. Women leaders also scored significantly higher in seeking mutual understanding in and sharing information.

According to Kouzes & Posner (1989), "Leaders are in love-in love with the people who do the work, with what their organizations produce and with their customer." The love displayed by successful leaders illustrates the characteristics of achieving exemplary leadership. The characteristics that are concluded in this study are that women leaders encourage others to grow by acknowledging and rewarding their accomplishments, care deeply for others, have a long term future orientation, strengthen others and foster collaboration.

The findings in this research demonstrate another important attribute for leaders: women managers have persuasive leadership style. The results obtained in previous chapter displayed a high questionnaire relevance to the respondents, therefore it can be concluded that the women leaders have a stronger need to get things done and are more willing to take risks. An engaging persuasive style is displayed by women leaders, they can turn challenges into opportunity by creating teams that are capable of thinking in new ways and will not necessarily follow easiest path.

It is mentioned in the previous section that teamwork trait has scored high results when compared to the investigated traits. It is concluded in this study that women leaders demonstrated inclusive, team-building leadership style when it comes to decision-making and problem-solving. Women leaders are able to read situations and take in information from all sides and then make the most informed decision.

5.3 Limitations of the study

The study was carried out as a survey and is therefore liable to suffer from response rate, mono-method bias and inconsistent credibility of honesty in responses. Attempts were however made to limit these influences by assuring respondents of the purpose of the questionnaires was: for research only. The questionnaires were also made anonymous to arrest any fears of victimisation on the respondents. Data was also cleaned of very few obvious outliers, for example seven respondents did not complete the questionnaire items

5.4 Recommendations

In view of the findings and subsequent conclusions certain recommendation are made:

These are aimed at:

- ❖ Women who want to be leaders
- ❖ Women in already in leadership and management positions
- ❖ Organisations

5.4.1 Women who want to be leaders

The study revealed the lowest result on structuring of work in particular on management styles. A Cronbach's Alpha of 0.081 was obtained.

The management style questionnaire enquired whether female managers prefer a tightly structured operation with people following the rules, a formalized and functional operation in which they make the decisions, a team environment in which they can play the role of coach to people, a flexible and informal operation where people are left to do their jobs, but with controls in place, and a less structured operation where all are involved in what they do and how they do it. This low score may be explained by the impact of their leadership on group performance and subordinate satisfaction.

It is recommended that women who are aspiring to leadership should be trained in interpersonal skills such as ability to communicate, understanding people behaviour, resolving conflict and motivating groups as well as individuals. Secondly, women should be trained on conceptual skills and this refers to ability to think strategically.. Lastly, women who want to be successful leaders should focus on improving problem solving capabilities.

5.4.2 Women already in leadership and management positions

Peter Ducker mentioned that "Leadership is not magnetic personality – that can just as well be a glib tongue. It is not 'making friends and influencing people' – that is flattery. Leadership is lifting a person's vision to higher sights, raising a person's performance to a higher standard, building a personality beyond its normal limitations."

Therefore women leaders and managers need to focus on developing their subordinates and themselves in order to achieve high performance in organisations.

It is recommended that women in management and leadership roles should take advantage of women skills in communication, knowledge sharing, networking, persuasiveness, team-oriented approach, empowering others so that they can be successful women leaders.

5.4.3 Organisations

Team-oriented approach was displayed as one of the main attributes in women leadership in this study and therefore women can promote consensus building and collaboration in organisations. It is therefore recommended that organisations must consider appointing women in roles that require teamwork, empathy and innovation. Companies can take an advantage of the range of soft skills in women to heal potentially explosives cultures and change autocratic leadership styles.

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Appendices

Appendix 1

Questionnaire cover letter

Title of Study: An analysis of the influence of female leadership styles on organisational performance: The case of Lafarge Cement

Dear Participant

I need your help in conducting a study of the influence of female leadership styles on organizations performance. The researcher is currently completing a study on female leaders and managers traits and profiles and it would be greatly appreciated if you would take 5mins to assist in the completion of this online questionnaire. There are 30 simplified questions designed for easy answering. Please give your honest opinion in response to the following questions. The questionnaire is anonymous and is for purpose of academic research.

The results of this study may be published, but any information that could result in your identification will remain confidential.

If you have questions about this study, I will be happy to talk with you. I can be reached at ntokayise@gmail.com or 0832479099.

Thank you for your time.

Questionnaire: Management styles

Please tick the preferred answer.

I prefer to motivate people by:

		Most preferred	Next most preferred	Neutral	Next least preferred	Least preferred
Q1	Telling them what to do, and ensuring they do it.					
Q2	Providing coaching and support to them as needed.					
Q3	Sharing what is to be done and inviting feedback and comments.					
Q4	Offering my support, and leaving to them as to how best to get results.					
Q5	Making joint decisions with all involved.					

I like to structure work situation in the following way:

		Most preferred	Next most preferred	Neutral	Next least preferred	Least preferred
Q6	A tightly structured operation with people following the rules.					
Q7	A formalized and functional operation in which I make the decisions.					
Q8	A team environment in which I can play the role of coach to my people.					
Q9	A flexible and informal operation					

	where people are left to do their jobs, but with controls in place.					
Q10	A less structured operation where all are involved in what they do and how they do it.					

Appendix 2

Questionnaire: Traits

1. Ability to communication

		Almost never	seldom	Sometimes	Often	Almost always
Q11	I am good at give-and-take, and am able to attune my message according to the emotional cues I pick up.					
Q12	I deal with difficult issues straightforwardly.					
Q13	I listen well, seek mutual understanding, and fully welcome sharing of information.					
Q14	I foster open communication and stay receptive to bad news as good.					

2. Persuasiveness

		Almost never	seldom	Sometimes	Often	Almost always
Q15	I am skilled at the art of persuasion.					
Q16	I make sure a fine-tune presentations to appeal to the listener.					
Q17	I am able to use complex strategies like indirect influence to support and consensus.					
Q18	I can orchestrate dramatic events to effectively make a point.					

3. Collaboration and Cooperation

		Almost never	seldom	Sometimes	Often	Almost always
Q19	I balance a focus on task with attention to relationships.					
Q20	I collaborate, sharing plans, information, and resources.					
Q21	I promote a friendly, cooperative climate.					
Q22	I spot and nurture opportunities for collaboration.					

4. Team capabilities

		Almost never	seldom	Sometimes	Often	Almost always
Q23	I model team qualities like respect, helpfulness, and cooperation.					
Q24	I draw all members into active and enthusiastic participation					
Q25	I build team identity and commitment					
Q26	I protect the group and its reputation, share credit with the group.					

Appendix 3

Questionnaire: Leadership styles

		Most preferred	Next most preferred	Neutral	Next least preferred	Least preferred
Q27	I am articulate and able to arouse enthusiasm for a shared vision and mission					
Q28	I step forward to lead as needed, regardless of position.					
Q29	I guide the performance of others while holding the accountable.					
Q30	I lead by example.					

Appendix 4

Questionnaire scoring procedure

An example of the scoring procedure is given below.

I prefer to motivate people by:

		Most preferred	Next most preferred	Neutral	Next least preferred	Least preferred
Q1	Telling them what to do, and ensuring they do it.					
Q2	Providing coaching and support to them as needed.					

Responded	Question No 1					mark
	Most preferred	Next most preferred	Neutral	Next least preferred	Least preferred	
1				X		4
2				X		4
3				X		4
4	X					1
5					X	5
6			X			3
7			X			3
8					X	5
9					X	5
10					X	5
11		X				2
12			X			3
13			X			3
14					X	5
15			X			3
16	X					1
17		X				2
18			X			2
19				X		3
20					X	4
21	X					1

Responded	Question No 2					mark
	Most preferred	Next most preferred	Neutral	Next least preferred	Least preferred	
1	X					5
2	X					5
3		X				4
4	X					5
5	X					5
6	X					5
7	X					5
8	X					5
9	X					5
10	X					5
11	X					5
12	X					5
13	X					5
14	X					5
15	X					5
16	X					5
17	X					5
18	X					5
19	X					5
20	X					5
21	X					5

22					X	5
23			X			3
24					X	5
25					X	5
26			X			3
27		X				2
28						
29			X			2
30			X			2
31	X					1
32					X	5
33	X					1
34			X			3
35	X					1
36	X					1
37					X	4
38					X	4
39	X					1
40		X				2
41	X					1
42		X				2
43		X				2
44					X	5

22	X					5
23	X					5
24	X					5
25		X				4
26		X				4
27	X					5
28						
29			X			3
30		X				4
31	X					5
32	X					5
33	X					5
34			X			3
35	X					5
36	X					5
37		X				4
38	X					5
39	X					5
40	X					5
41	X					5
42	X					5
43	X					5
44	X					5

Appendix 5

Summary of Pearson correlation value and P-value

	Pearson Correlation value	P-value
Management vs Traits	0.271	0.043406483

	Pearson Correlation value	P-value
Leadership vs Traits	0.652	0.044047064

	Pearson Correlation value	P-value
Leadership vs Management	0.247	0.000295275